

EKURHULENI IDP, BUDGET & SDBIP

2009/10-2011/12



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Ekurhuleni
METROPOLITAN MUNICIPALITY



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Blake Mosley-Lefatola, Acting City Manager

'This municipal budget conforms and complies with the regulatory framework governing the compilation of local government budgets. Not only is it a balanced budget, but communities, businesses and other civic organisations have all been consulted in the drafting of it.'

Message from the Acting City Manager

The municipal budget is a plan that indicates where and how a municipality obtains its revenue from and where and how it intends spending its income. Spending of its income will be primarily directed to the citizens of the Ekurhuleni region with the objective of delivering services, facilitating and ensuring development with the view of improving the life of communities.

This municipal budget conforms and complies with the regulatory framework governing the compilation of local government budgets. Not only is it a balanced budget, but communities, businesses and other civic organisations have all been consulted in the drafting of it.

The current economic climate requires prudent and efficient financial management. Therefore, the challenge for the Ekurhuleni Metropolitan Municipality is to ensure that efficiencies are realised as it delivers services to communities and businesses. This municipal budget must ensure that an enabling environment exists that will facilitate economic growth and poverty alleviation.

The 2009/2010 financial year will also herald the implementation of the Property Rates Act. The additional revenue to be received by the municipality will be reinvested to communities through better, enhanced and accelerated service delivery and development. It is anticipated that all and sundry stakeholders will comply with the responsibilities and obligations that this important piece of legislation imposes on us.

Blake Mosley-Lefatola
Acting City Manager



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Ntombi Mekingwe, Executive Mayor

Budget Speech by the Executive Mayor of the Ekurhuleni Metropolitan Municipality Clr Ntombi Mekingwe

28 May 2009

Madam Speaker, Clr Patricia Kumalo;
Chief Whip of Council, Clr Moses Maseko;
Members of the Mayoral Committee;

Leaders of political parties;
Honourable Councillors;
Acting City Manager, Blake Mosley-Lefatola;
Senior Management;
Leaders of Business;
Leaders of the labour movement and organs of civil society;
Members of the media;
Distinguished guests; friends and comrades;
People of Ekurhuleni;

Today I stand before you with great humility to present my first budget speech as the Executive Mayor of the Ekurhuleni Metropolitan Municipality (EMM).

I am deeply honoured and privileged to present the 2009/10 budget speech, and the work we have undertaken in the past 12 months. We present this budget speech just a few weeks after our fourth democratic elections and on the 15th anniversary of our democratically elected government. Our people have once again given the African National Congress led government the mandate to govern this country for the next five years.

Let me congratulate President Jacob Zuma on his election as the new Head of State. We are confident that under his leadership and stewardship our democracy will grow and our efforts to build a better South Africa will be accelerated.

We also want, Madam Speaker, on this occasion of our third budget speech for this term, to congratulate all members of Cabinet and Members of Parliament and also assure them of our support as they work to ensure that working together, we can indeed achieve much more.

Similarly, we welcome the establishment of the National Planning Commission and Performance Monitoring and Evaluation Ministries in the Presidency. We believe these Ministries will streamline the work of government and contribute to effective service delivery as they ensure that our national programmes are implemented to improve the lives of our people for the better.

Once again we meet in this chamber to evaluate our progress over the past few months and to consider plans and programmes that will take Ekurhuleni forward in the journey of building a better life for all.

The remaining two years of our term of office will test our resolve to improve the lives of our people and our overall objective of building a better life for all.

Our people mandated the ANC-led government, as encapsulated in the manifesto, to put emphasis on the following areas for the next five years:

- Creation of decent work and sustainable livelihoods;
- Education;
- Health;

- Rural development, food security and land reform; and
- The fight against crime and corruption.

Our work for the next five years will give full meaning to these priorities. We hope through these priorities to improve the lives of our people, strive for sustainable development and the eradication of poverty and underdevelopment. We are certain that working together with our people much more will be achieved in these priority areas.

During the past eight years, we have made significant progress in enabling the people of this great city to enjoy the fruits of liberation and democracy. We have seen substantial improvements made in providing healthcare, building houses and providing water, electricity and sanitation. We have laid a solid foundation and are on course to improving the lives of our communities. As we celebrate the change in our communities, we are also aware of the many challenges we still face. The unemployment rate has come down from approximately 40% in 2001 to just over 34% in 2006. Our fight against poverty and underdevelopment will be further intensified to work towards halving unemployment by 2014.

Our responsibility as a sphere of government is to ensure that the quality of life of all that live and work in Ekurhuleni is improved. We will continue to engage in both progressive and meaningful discussions with our communities to shape a clear path from which governance, and development, will draw guidance and direction. The Council will continue to pursue and encourage community participation programmes to ensure our plans are in line with community needs.

We are proud of the work we have done in the past 15 years and are confident of the future.

Accordingly, we will in pursuance of these priorities put greater emphasis on planning, co-ordination, monitoring and evaluation in line with the priorities of national government.

We must, Madam Speaker, as President Zuma said during his inaugural address at the Union Buildings on 9 May 2009: "... hold ourselves to the highest standards of service, probity and integrity" to effectively implement the ANC Manifesto and fulfil the dreams and aspirations of our people who voted on April 22, 2009.

President Zuma's sentiments found resonance in what Nelson Mandela said at a farewell banquet in his honour when he said: "It is no easy thing to rest while millions still bear the burden of poverty and insecurity".

Inspired by these words, we must deal with the challenges of poverty and unemployment. Inspired by the wisdom of Madiba, we must lead the way in ensuring the five priority areas find full expression in our plans and programmes.

This year marks a number of anniversaries and celebrations. Notable - amongst others – are the following:

- 15th anniversary of South Africa's Democratic government;
- The 30th anniversary of the Congress of the South African Students (COSAS);
- 65th anniversary of the ANC Youth League; and
- 30th anniversary of the execution of Solomon Kalushi Mahlangu.

On May 11, 2009, South Africa took time to reflect on the first anniversary of the xenophobic attacks on foreign nationals. South Africa witnessed unprecedented attacks on foreign nationals that resulted in the death of about 62 people. These shameful acts of violence undermined our democracy and culture of human rights.

The media was also outraged by these violent attacks.

The *Sowetan*, 12 May 2009, in its editorial comment noted: "Yesterday was the anniversary of our shame, for a year has passed since violent outbursts against foreigners broke out across South Africa ... our dream and theirs almost died as sickening photographs of violence festooned front pages of newspapers here and abroad".

It was television and newspapers' pictures of Ernesto Alfaberto Nhamuane burning to death on the streets of Ramaphosa informal settlement that shocked the world. This gruesome death took place in Ekurhuleni.

We are happy to announce that our efforts to re-integrate our fellow Africans into Makause, Ramaphosa, Gugulethu and other areas that were affected in Ekurhuleni by these shameful acts of violence were successful.

We must, Madam Speaker, re-affirm our unequivocal condemnation of xenophobic attacks and all forms of violence.

We must never allow this to happen again!

Our dream as Africans can never die. We must, Madam Speaker, as the *Sowetan* aptly put it: "... Never give up hope that our nation will achieve our dreams – and those of fellow Africans who we grant a place under the sun".

On May 25, 2009, we will celebrate Africa Day. We must use Africa Day celebrations to reflect on the events of the past year. We must use this day to emphasis our interdependness and unity as Africans. We must on this day guided by the teachings, wisdom and work of Kwame Nkrumah and Julius Nyerere on the African continent ensure that the horrific images of Ernesto

Alfaberto Nhamuane never grace the front pages of our newspapers.

The journey we have travelled so far gives us hope in the African dream.

Public Participation Process

The IDP and Budget was tabled to Council on March 26, 2009, where after a process of public consultation was embarked upon to ensure all stakeholders had the opportunity to comment on the draft budget before final adoption by Council today.

The public participation process included the following:

- **Budget Tips Campaign** – copies of the IDP and Budget were made available on the website as well as at all paypoints and libraries. The community was invited to comment on the budget through posters at these venues and notices on the website;
- **Interaction with National and Provincial Government** - copies of the IDP and Budget were submitted to National and Provincial Government Departments for their input and comments; and
- **Public Meetings** where the IDP and Budget were explained to community members were held earlier this month (May 2009).

From these processes, we were able to re-affirm the plans in the IDP and the provisions already made in the Budget, and adjust where necessary. This IDP and Budget before us today is, therefore, a product of the people of Ekurhuleni. This budget encapsulates the dreams and aspirations of the people of Ekurhuleni.

Integrated Development Planning Process

The Integrated Development Planning (IDP) is a process through which municipalities prepare a strategic development plan which extends over a five-year period. The Integrated Development Plan (IDP) is a product of an extensive consultation process. The IDP is the key strategic planning instrument which guides, informs all planning, budgeting, management and decision-making processes in the Metro.

We have a responsibility to contribute to the process of transforming the lives of our people from the conditions of abject poverty and underdevelopment. In our fight against poverty, racism and underdevelopment, we are committed to ensuring that equitable service delivery becomes the norm in Ekurhuleni. For this reason, we will have to focus, inter alia, on the following:

- Build sustainable communities by paying special attention to health education, service delivery, human settlements, environment and safety;
- Develop infrastructure to equalise services, upgrade and ensure accessibility and unity of the City of Ekurhuleni;
- Grow the economy to be linked with the national and provincial economies, empower the people of the region and build required skills;
- Transform the government institution (National, Provincial and Municipal) to ensure their accessibility and efficiency in providing quality service in an equitable manner;
- Enhance democracy and continuous participation of the citizens of the City of Ekurhuleni in the work of government; and
- Develop and implement integrated plans and strategies for economic and social development; service delivery; infrastructure development; public transport; provision of basic services such as water sanitation and electricity; human development; safety and security; participatory governance; youth development; women empowerment; effective use of ICT for socio-economic development; building integrated and sustainable communities and protection of the environment.

The EMM IDP contains plans and programmes which will enable the achievement of, inter alia, the following:

- All communities will have access to clean water and decent sanitation by 2010;
- There is universal provision of free basic services;
- Improve the way government provides housing to ensure better quality houses closer to economic opportunities and combat corruption in the administration of waiting lists;
- Creation of safety and security for communities, including plans to deal with disaster and emergencies;

- Utilise sport, recreation, arts and culture for social and physical renewal and building of a single identity of Ekurhuleni community;
- Environmental management, including dealing with conditions of dolomite prevalent in the city; and
- Development of an integrated transportation system linking both rail, road and air transportation, and emphasising the development of Metro bus system.

We will continue to deepen the democratic process of governance in Ekurhuleni. Community Based Planning (CBP) is one of the initiatives identified to achieve this objective. CBP is a planning and implementation process that provides a platform for the communities to engage in interactive participation in planning and decision making for implementation in their wards.

Our previous processes on community participation have focussed on quarterly workshops or consultations with wards. This form of consultation resulted in only problems being listed by the community without their involvement in the analysis of their local contexts. It did not either provide a platform for the communities direct involvement in planning their future, or their involvement in the implementation of their development. CBP has been embarked upon by the municipality as it seeks to address these challenges and provide a systematic opportunity for the community, ward councillor and its elected ward committees, to be actively involved in the analysis of their situation, planning their future development and become active in the implementation process in their wards.

The Customer Care Centre concept is a significant

strategy adopted by EMM to decentralise and further localise people's access to the municipality. CBP has been coupled to this approach to service delivery, and this not only provides access to, but an opportunity for greater involvement of the communities in the governance process of the municipality in planning the future of the areas they live in, gain access to the implementation process and derive greater control over their lives. This will not only be of benefit to the community but will also the municipality.

Operating Budget

As a result of the intensive planning process undertaken through the IDP, the budget presented today is in line with the needs of the communities we serve.

The operating budget amounts to R14.4 billion (excluding internal charges). The bulk of the income is derived from Assessment Rates and User Charges for Services. The Municipal Property Rates Act will be implemented on July 1, 2009. Previously, the assessment rates were levied on land value only, whilst as from July 1 it will be levied on both land and improvements value. In terms of section 46 of the act, the market value of a property, if sold on the date of valuation in the open market by a willing seller to a willing buyer, is to be realised in the valuation roll.

User charges increased due to a combination of tariff increases, ranging from 9,3% - 30%, and growth of between 0% and 3% (growth only on water sales expected). The highest tariff increase of 30% is the increase on the electricity tariffs. This excludes the possible 2c per kWh that was announced by the Minister of Finance during the 2008 Budget Speech, which should be implemented on July 1, 2009.

Expenditure on employee related costs was increased with the following:

- 12% salary increase; and
- R70m for additional posts (including additional positions for the Integrated Revenue Services Unit, R20m for additional nurses to support the newly constructed clinics and R25m for 150 new EMPD MPOs).

The total amount budgeted remains within the guideline of 30% of total operating budget.

Provision for Bad Debts shows an increase of 26%. The target of 95% payment levels has not been achieved in the last two years, and the budgeted payment level has been reduced to 93%. The target in the SDBIP and IDP was retained at 95% for performance purposes, but a more conservative approach is taken in the budget to avoid possible cash constraints during the year.

The Repairs and Maintenance budget was increased by 13% to adequately provide for the maintenance of Council owned assets. Internal repairs and maintenance budget was increased by 17%.

To fund the 2010 business plan, an amount of R167 million has been made available for 2009/2010 (R127m capital and R40m operating). These amounts are in addition to the amounts to be funded from National and Provincial Government and amounts utilised from the operating and capital budgets of departments.

Tariff Increases

The following residential tariff increases are proposed:

Service	2009/10
Electricity	30%
Water	9,3%
Sewer	15,8%
Refuse removal	15%
Assessment rates	New roll

To assist our communities, the following social package will be provided during 2009/10:

Free Basic Services – Water and Electricity

Water	Residential Users	6 kl per month
Water	Indigents	9 kl per month

Sewerage	Residential Users	6 kl per month
Sewerage	Indigents	9 kl per month
Electricity	Residential Users on Tariff A	100 kWh per month
Refuse Removal	Indigents	First step free

Assessment Rate rebates are granted in terms of the newly adopted Municipal Property Rates Policy.

- Residential
 - Indigent owners : Exempt
 - Child headed households : Exempt
 - Pensioners: Rebate of R150 000
 - Disability grantees/medically boarded persons : Rebate of R150 000
 - In addition to the R150 000 rebate mentioned, the following further rebates be granted based on the average monthly earnings of the pensioner, disability grantee/medically boarded persons:

Average Monthly earnings in respect of preceding 12 months	Additional Rebate on assessment rates
R0.00 to R 2 020.00 (2 x State pensions)	100%
R 2 020.01 to R 3 000.00	85%
R 3 000.01 to R 4 500.00	70%
R 4 500.01 to R 6 000.00	55%
R 6 000.01 to R 8 000.00	40%

- Sporting bodies : Rebate of 90%
- Public benefit organisations/Non Governmental Organisations (NGOs) and Cultural Organisations : Exempt
- Protected areas : Exempt
- Religious organisations : Exempt
- Public & Private schools, universities & colleges :
 - Private (Independent) schools: Rebate of up to 100%
 - Tertiary Institutions : Rebate 20%
 - Public Schools : Rebate 0%
 - Crèches : 100%

Capital Budget

The capital budget amounts to just more than R2.3 billion. Surpluses generated in prior financial years are utilised to fund capital projects. New loan funding of approximately R800 million per year will be taken up in the next three financial years. In addition to this, external grants of approximately R500 million per year are included in this budget. As in previous years, the Municipal Infrastructure Grant (MIG funding) funds the bulk of the externally funded projects.

We are happy to announce that almost 58% of this capital budget will be spent in underdeveloped areas. To ensure our developed areas are refurbished, 8% will be spent in developed residential areas and 4% in wards that have a combination of CBD and residential areas. Projects in CBDs account for 7% of the budget and operational equipment a further 9%. Projects that are to the benefit of the entire community add up to 14%.

Departmental allocations include R357 million for electricity, R369 million for housing, R547 million for roads, R95 million for CCCs, R74 million for water and sanitation and R127 million for 2010 projects. Solid Waste receives R157 million and parks R74 million. An amount of R132m is available for community safety projects and R94 million for health. An amount of R22 million has been allocated for economic development and R79 million for sport, recreation, arts and culture projects.

Achievements of the 2008/09 financial year

Let me turn my attention to the work that was done in the past year.

Despite limited resources, we have undertaken several key infrastructure developmental projects this last year.

The Electricity and Energy Department continues to deliver the services under its control in an efficient and cost-effective manner. Customers are able to enjoy the fruits of an almost R200 million injection into electrical network refurbishment over the past few years. This investment occurred in addition to normal capital and operational budgets and will continue until all networks are in an excellent condition. Our network availability figures exceed 99,76% for the calendar year of 2008. That is, our electricity was on for 99,76% during 2008.

A maintenance management system ensures that electricity asset maintenance occurs according to set criteria and intervals, bringing the network back to its original state and intended use. Since July 2008 a total amount of R67 024 286 was utilised on the refurbishment of the networks.

The restitution of the electrical network in Kwa-Thema is about 90% complete, with the monthly

income now approaching R2 million and rising steadily. Similar projects in many other parts of the city assist in creating an electrically safe and stable environment, contributing to business and personal growth.

Prepayment electricity vending via commercial suppliers has been installed and minor system adjustments are effected as and when required. Our installed base of 150 000 prepayment customers are effectively managed with a minimum of vending system downtime, which shows effective service delivery co-operation is possible between departments such as Electricity and Energy, Finance, ICT and the private sector.

The Housing Department is being assisted in converting rental stock electricity supplies to prepayment metering. Income levels from this source are set to rise significantly. Similarly, close co-operation exists in terms of exploring energy efficiency projects. The Khutsong Women's Hostel saw the first installation of a number of solar geysers, testing the effectiveness of this underutilised technology.

The load shedding difficulties experienced by our customers were managed in a way that saw residential customers taking the brunt of this crisis, but thereby keeping business and industry 'in business'. Government is investigating methods to prevent load shedding from recurring, however, the assistance of every resident and every business is required to save electricity.

With five of the 20 priority townships earmarked in 2006 for over a R3 billion turnover positioned inside the borders of Ekurhuleni, efforts to surface gravel roads are moving rapidly ahead in many



areas. The Infrastructure Services Department has undertaken to eliminate the backlog of gravel roads by 2015 through the turnkey programme termed *Fak'imali Uzobona*, which was initiated in 2004 and to date just over a whopping R1 billion has been spent with the construction of roads and stormwater. The achievements of this programme can be summarised as follows:

- Kilometres of roads constructed – 251km;
- Number of streets completed – 106;
- Kilometres of storm water constructed – 84km;
- Number of jobs created –3 745;
- Number of local subcontractors – 138;
- Number of people with accredited training -1 650; and
- Number of people with non-accredited training – 3 500.

The contract created jobs for 1 731 adult males, 1 922 young males, 800 adult females, 512 young females and 42 people with disabilities.

Accredited training was provided in areas such as first aid, personal finances, kerb laying, concrete works and pipe-laying. This involved the upgrading of 325km of gravel road to surface standard and construction of associated drainage facilities. Margaret Zuma Street in Tswelopele section, for one, has a new lease of life, with 363 metres of 5,5 metre road upgraded to surface standard, with kerbing on both sides. The programme has since evolved to also address bulk stormwater (rivers, canals and large pipes) under the Stormwater Turnkey, to ensure that all the water being collected by the tarred roads is safely collected so that the community is not flooded, which would otherwise be the case.

In the Water and Waste Water Division, grants were received from the Department of Water Affairs and Forestry (DWAF) to the value of R10 million during the period February 1, 2007, up to March 30, 2008. Due to the excellent spending of this grant by the Water Services Division, an additional grant has been acceded to the value of R7,5 million - to be spent from February 1, 2008, to March 30, 2009. Most of the above-mentioned funds were utilised to develop and implement a water demand management strategy for the EMM.

Housing development remains a critical area of service delivery as we continue to improve the lives of our people. The eradication of the housing backlog is one of the main challenges in Ekurhuleni. The problem is further compounded by the fact that the informal settlements keep on growing. In response to this challenge, the Housing Department aims to form a Partnership for Sustainable Housing Delivery with communities. We will continuously strive to realise this through active participation in the community, other governmental departments, organisations, funding organisations and those that can contribute to the building of sustainable communities.

During 2004, the Minister for Housing launched a new initiative called *'Breaking New Ground: A Comprehensive Plan for the Creation of Sustainable Human Settlements'*. In response to this, the Housing Department has developed the Sustainable Human Settlements Strategic Framework and the Sustainable Human Settlements Integrated Development Plan 2006 – 2025 which was approved by Council. The Comprehensive Sustainable Human Settlements Plan makes provision for a total package of infrastructure and addresses key aspects in relation to the policy shift from the delivery of houses to the development of sustainable human settlements and quality housing.

The Comprehensive Sustainable Human Settlements Plan is seeking to address the creation of sustainable human settlements through integration of housing typologies and income bands, with provision of adequate standards of social and engineering services.

Phase One of the Chief Albert Luthuli Extension Six township, announced as a flagship project by the MEC for Housing to deliver on the Breaking New Ground Policy during May 2007, was serviced with water and sewer (approximately 960 stands) for the construction of houses in the first phase of the development to commence. About 450 houses have been completed to date. The area will be developed to comply with sustainable human settlement principles by creating a mix of income, mix housing typologies with social amenities required to serve the community to be settled in the area, as well as the same level of engineering services throughout the area, including the subsidy housing area, entry level, medium income or higher income area of housing that has been developed. The project will also

conclude on delivery for the Gabon settlement and will finalise compliance with the outcome of the Modderklip Court Case of 2005.

A total of 8 383 houses were constructed versus 7 994 planned in the 2007/2008 financial year through the Community Builder and Special Project Programmes. The Gauteng Department of Housing has set a target of 11 500 houses during their 2008/2009 financial year. A total of 4 040 houses had been delivered by December 2008.

A total of 7 037 stands were serviced versus 13 574 planned through the EMM/MIG funded Essential Services Programme. The aforementioned target was not met as a result of delays experienced from March 2008 to September 2008 in the Etwatwa Extension 18, 34 and 37 projects. This resulted from the communities not accepting the proposed densifications and smaller erf sizes, which resulted in a substantial decrease in the final number of erven.

A total of 13 574 serviced stands are planned for the 2008/2009 financial year. By December 2008, 3 780 stands were commissioned. Five of the active projects are on target to deliver 14 140 serviced stands before July 2009. Various tenders/bids for the installation of essential services are in the process of being awarded.

The Leeuwpoot land development was also announced as a flagship project by the MEC for Housing during May 2007. The bankability study based on the approved development plan for the area was approved. It is expected to deliver approximately 16 000 housing units addressing the spectrum of housing from the redevelopment of hostels on the site, institutional housing,

affordable rental, Banking Charter entry level housing as well as medium and higher income housing. The land development agreement was concluded in February 2009.

An ongoing Community Outreach Programme is followed by the respective department to keep the communities involved and informed of housing policies and proposed development in their areas. Twenty-five such meetings took place within informal settlements while regular Steering Committee meetings are also held on all projects with regard the delivery of services and houses and other programmes such as Upgrading for Growth, Development Plans, Township applications, Retro and Mining Belt relocations.

One of the key focus areas for the Ekurhuleni Metropolitan Police Department (EMPD), as we move closer to the 2010 Soccer World Cup, will be to ensure we build safer communities.

In pursuing to meet service delivery standards in its Emergency Services Division, the Community Safety Department successfully trained 59 learners in this financial year and absorbed all of them into the system as permanent staff members of the department. Nineteen (19) of these were ex-combatants from the Demilitarisation Programme of Council.

Thirteen (13) specialised emergency vehicles were commissioned by the department on November 22, 2008, as part of the replacement programme. Seven (7) new ambulances were also commissioned as part of the Memorandum of Agreement between Council and Gauteng Department of Health. This enabled Emergency Services Division to improve service delivery and response times.

All these continued positive efforts will enable Emergency Services of the City of Ekurhuleni to improve service delivery and response times of emergency resources to various emergency incidents. Emergency Services will be in the frontline during the 2010 FIFA World Cup period. As part of the preparation to ensure sustainable service delivery in that period and beyond, an intake of 200 learnerships, which will serve as the Reserve Unit to increase the capacity of the service during this period, will be finalised before the end of this month to ensure that they are ready come June 2010.

A total of 493 policing vehicles were commissioned for EMPD. Two hundred and fifty trainee Metro Police Officers graduated on December 5, 2008. This was a significant step taken by the Metro to capacitate EMPD to be able to carry out its mandate which entails Crime Prevention, Traffic Law Enforcement and Bylaw Enforcement. A new intake of trainees will finish training at the EMPD Academy at the end of June 2009.

The establishment of the Loss Control Committee of the Municipality has been finalised. The committee will ensure that appropriate measures are taken by all departments to curb losses and will ensure that there is an effective oversight on the losses that Council incurs.

The City of Ekurhuleni was the most affected municipality throughout the country with over 11 000

displaced persons, with City of Johannesburg coming second with just over 4 000 displacees. The Institute of Municipal Public Safety Officers of South Africa (IMPS-SA) declared during the Disaster Management Institute Conference held in the Western Cape in October 2008 that the City of Ekurhuleni handled the incident better than any other municipality in the country.

The signing and conclusion of the Service Level Agreement between Council and Gauteng Department of Transport, Roads and Works have enabled the residents of EMM to make use of any Motor Vehicle Registration Authority and Driver and Learner Testing Centre closest to their place of residence.

The opening of a Licensing Help Desk, a function that was previously located at the provincial office, is a break through since it has improved the turn around time for the deregistration of vehicles and introduction of new vehicles into the e-NaTis. The turn around time for these transactions has been reduced from six months to 72 hours. A new Driver and Learner Testing Centre in Edenvale has recently been officially opened. This modern facility has been openly applauded in the media by communities in that area as a model that the municipality should adopt throughout its area.

We must, through a number of sporting initiatives, bring together the diverse communities in Ekurhuleni. Sport and recreation facilities were provided as follows:

- Resurfacing of 16 hard courts in the various areas: Kandlehong, Kwa-Thema, Wattville Stadium, Benoni Central, Germiston, Birchleigh and Phomolong;

- Resurfacing of Germiston Stadium synthetic track;
- Rehabilitation of Monty Motloung Community Hall; and
- Appointment of contractor for Makhulong Stadium and the progress made thus far.

Furthermore, the successful implementation of the Youth Golf Development, Olympic Day Fun Run, Ekurhuleni Games, Women's Sports Festival, Gugulethu/Everest Sports Launch (partnership with Province), Ekurhuleni Half Marathon, OR Tambo Youth Games, OR Tambo Intercity Games, Sports Academy Soccer Camp, Learn to Swim, and Spirit games for the Disabled (8 942 participants) were held.

Library Services will achieve the following before the completion of the 2008/2009 financial year:

- In progress for construction of Phomolong and Vosloorus libraries;
- In progress with architectural drawings for Langaville and Winnie Mandela libraries;
- Access to two state of the art mobile library services;
- Install alarms in all EMM libraries and CCTVs in some libraries;
- Transform library media collection, services and access to information;
- Purchase approximately 3 600 items of media collection reflecting the South African society in context and meeting library information needs;
- Establish ICT training centre in Germiston Library;

- Access to free internet services. LIS offers the public free access to the internet in order to bridge the digital divide which impairs the functionality and cognitive development of EMM Community;
- Capacity building programme on computer literacy will be presented to approximately 100 participants; and
- Library awareness and open day programmes to attract new users, create awareness and use of library resources and services presented to approximately 30 000 participants.

Health and social development remains a top priority for this Council. The Health Department has 90% of fixed facilities adhering to the required standards of drug management. A total of 80 staff members obtained Dispensing Course Certificates. During the year, a community workshop on acute and chronic diseases as well as six mental health awareness campaigns were held.

To support our youth, the procurement of three Youth Friendly Services units were complemented by a summit held earlier this month. Furthermore, a total of 199 178 children were immunised during the Vitamin A campaign that was launched on September 8, 2008.

The department was on high alert with the cholera epidemic experienced in Zimbabwe and Musina. Our continuous battle against HIV and Aids remains a high priority. During 2008/09 the following programmes were implemented:

- Accreditation of five new HIV and Aids Comprehensive Care, Management and Treatment Sites (CCMT), bringing the total number of CCMT sites to 15;
- A total of 14 down referral sites were established to assist in treatment;
- The Care Week door-to-door campaign was conducted from 12 - 16 May 2008 with 1 200 volunteers and 114 Community Support Programme volunteers who took to the streets of Ekurhuleni and gave education by visiting communities in their homes. About 180 151 people were reached through 60 000 houses visited during the Care Week door-to-door campaign, and 858 referrals were made to local services including NGOs and Home Affairs Department. The campaign was supported by the distribution of HIV and Aids pamphlets, stickers and condoms;
- A workplace HIV and Aids rally was held on the May 20, 2008, at the Springs Indoor Centre and was attended by an estimated 3 200 employees. Educational roadshows targeting employees were held from 3 - 13 November 2008. In addition, 65 Ward Aids Forums have been established to enhance community participation;
- Our World Aids Day events reached 331 370 people and 131 284 houses from January to December 2008 through a door-to-door campaign. About 18 Sectoral meetings were conducted to strengthen the sectoral participation on the implementation of the HIV and Aids Plan, a review and restructuring of the existing Aids Council was done during January 2009.

The department held three Community TB Imbizos which were enhanced by a district TB event in April 2008, where 3 200 people were reached. The 1 154 patients cured brought the pulmonary TB cure rate to 79,6%. In addition to the 1 550 women reached through various reproductive events linked to HIV and Aids taxi ranks were targeted on sexually transmitted diseases, where 44 825 people were reached.

Seven Early Childhood Development facilities are under construction in partnership with Gauteng Department of Social Development.

Community Development Programmes for all target groups were executed during the year. The highlights include the following:

- Indigent Support Policy was revised;
- Verification of indigent status by consultants;
- The Bana-Pele Programme for Orphans and Vulnerable Children was launched;
- Scaw Metals funded 12 youth for training;
- Emperors Palace funded the training of 50 youth members in technical skills; and
- ABET lessons were implemented for people with disabilities.

To facilitate improved access to Primary Healthcare Facilities, nine new clinics and 13 upgrades were initiated.

No city can pride itself as a world class city if it cannot look after its environment. The Environmental Development Department planted 18 669 fruit trees and trained 171 community members as environmental activists to continue

the awareness and promotions campaigns. A further 152 community members were trained and 5 753 ornamental trees planted. Greening of the environment was done in parks, cemeteries and open spaces.

The Solid Waste Service is experiencing severe challenges at the moment as a result of inadequate equipment; however, it is not all doom and gloom. The projects related to the landfill sites are on target. The Weltevreden landfill site, the cell and storm water development at Rietfontein as well as the cell and storm water development at Simmer and Jack are on track. The installation of gas flares and wells to the value of R10 million is 99% complete.

The City Development Department facilitated the approval of some Local Spatial Development Frameworks (LSDFs). Most importantly are the Germiston and Boksburg LSDFs. The Germiston LSDF is important for the development of the Civic precinct, the Germiston Railway station, the Golden Walk and Pirrowville Housing Development.

Given the untenable informal housing challenges and homelessness and the need to meet the Millennium Development Goals (MDGs) of which South Africa is a signatory, City Development, in consultation with investors and the Housing Department and Province, has taken a strategic decision to open up the urban edge in the Metropolitan Spatial Development Framework (MSDF) to permit formal housing and other developments. This would assist in the implementation of the migration plan of Housing.

Major strides have been made to identify retail

development nodes in the previously disadvantaged areas. The implementation strategy is being formulated and should be ready for implementation as soon as the global financial crisis recedes.

City Development has played a major role in the integrated planning and co-ordination of developments in and around the OR Tambo International Airport. Most importantly is the development of the Gautrain, especially from Rhodesfield Station and the airport.

The major challenge is capacity to formulate wall-to-wall LSDFs. The department is in the process of creating a panel of consultants to assist with the process. The skills base in this discipline is becoming thin and therefore providing a challenge.

Growing the local economy will be on top of the agenda of this Council. The Ekurhuleni GDP is at 2,7% as at 2007, this is 1,7% growth from 2003. Unemployment rate has declined from 40% to 34,7%, and economically active persons increased from 52% to 57% in the same period.

In light of the current economic climate, our manufacturing and mining base has suffered. There is a co-ordinated partnership response between government, business and labour to save jobs, homes and businesses. Our region will require provincial and national government support and assistance. The *“Framework for South Africa’s Response to International Economic Crisis”*, drafted in conjunction with various social and business players, is a first step in articulating mitigation measures for the crisis. Some of these include:

- Providing rescue packages for vulnerable labour intensive sectors, eg manufacturing and mining;
- Making the Unemployment Fund more effective;
- Intensifying the EPWP programme;
- Fast tracking the implementation of public infrastructure projects; and
- Reducing real interest rate between SA and key global trading partners.

The Economic Development Department launched the *“One Company One Job”* campaign in November 2008, the *2010 Economic Opportunities* booklet in August 2008 and the Greater Brakpan Business Linkages Centre in December 2007. Furthermore, the demarcation and painting of proclaimed trading areas were done and the Informal Trading Policy Roll-Out and Stakeholder Engagement took place. Trading facilities in Natalspruit, Sethokga and Thokoza were provided during the past year.

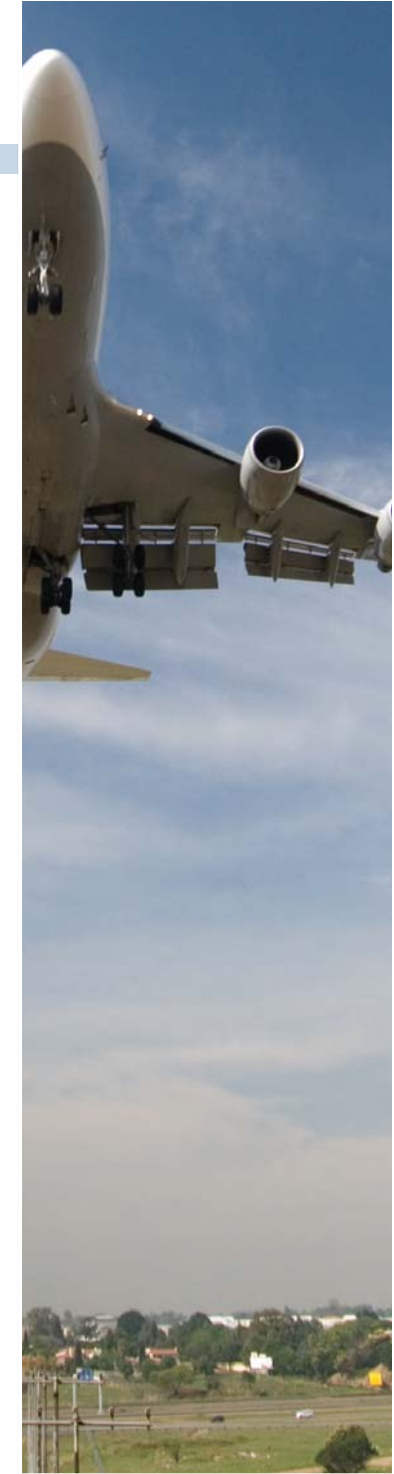
In pursuance of our fight against poverty, about 100 jobs were created through the Departmental EPWP Capex Projects, and 250 placements made through Job Placement Centre. About 180 SMMEs were trained on finance, tendering and marketing through the Business Linkages Centres. Investment in the region is of critical importance to job creation. To this end, the Consol Development in Nigel and the Procter and Gamble Expansion of Operation in Spartan are landmark investments.

Madam Speaker, we have partnered with Rand Refinery, MINTEK, the Department of Trade and Industry, the Jewellery Council of SA, Vukani Ubuntu and Harmony Jewellery School to form the Ekurhuleni Jewellery Project, which is a new Jewellery Training and Manufacturing facility aimed at addressing the unemployment and skills development challenges facing communities and to strengthen the mining industry through downstream beneficiation of precious metals in SA. The project is also providing an incubator facility with six mini-workshops that can accommodate 12 qualified emerging jewellers. These jewellers have access to fully equipped workshops, production services and technical support and will be offered the opportunity to develop their own business in a secure and enabling environment. With new fully equipped benches, Ekurhuleni Jewellery Project is catering for 20 jewellers that will enforce their jewellery skills in a real-time production environment that is industry focused. After the training period they will have the needed skills and experience to enter into employment or open their own businesses.

With the support from our funders Rand Refinery Ltd, Ekurhuleni Metro and the Department of Trade and Industry (DTI), the Ekurhuleni Jewellery Project has garnered a total of R6,5 million for the project.

Vukani-Ubuntu is responsible for the project’s implementation and management. The Jewellery Council of SA oversees the implementation process and regulates training standards.

Madam Speaker, Project Clean Audit Report has been embarked upon by the Finance Department to improve audit outcomes. The audit opinion for 2007/08 has improved from the previous opinion, albeit still qualified. The number of issues qualified on has been reduced from two to only one. The



report is no longer qualified on fixed assets.

The remaining qualification on completeness of revenue is now also only on assessments rates income, not on metered services as with the previous year. It is expected that the qualification on assessment rates will be resolved during 2008/09.

The full implementation of Generally Recognised Accounting Practice (GRAP) is a key focus area at present. In terms of the current approved accounting framework, all municipalities will have to be GRAP compliant for financial statements prepared for the 2008/09 financial year. This enormous task has been embarked upon with the assistance of the South African Institute of Chartered Accountants through the Siyenza Manje Programme of the Development Bank of South Africa. In terms of this programme, two chartered accountants were seconded to the EMM to assist with financial management reforms.

National Treasury has issued Regulations on the Minimum Competency levels (gazetted on June 15, 2007). In terms of the Regulations the City Manager of the municipality and the Chief Executive Officers of the respective municipal entities must ensure that competencies of all financial officials and supply chain management officials are assessed in order to identify and address gaps in competency levels of these officials.

The implementation of the Municipal Property Rates Act was a further milestone achieved by the Metro. In terms of this act, all municipalities have to levy property rates based on land and improvements value (market value) as from July 1, 2009. In the past, assessment rates were levied based on the Provincial Ordinances. In Gauteng, only land value was used for levying purposes. The valuation roll was made available for public

inspection from March 9 to April 17, 2009 at the Customer Care Centres and online on the municipal website. Full implementation will take place on July 1, 2009.

Payment levels remain one of our biggest challenges. At present, the average payment level for the year is 89%. The budget was compiled on the assumption that a 95% payment level will be achieved for the year.

About 20 broadband connectivity sites have been commissioned so far. The services offered to EMM and later to its citizens are managed voice services, secure resilient data video network. The consolidation of voice and data is an ongoing journey. Furthermore, the broadband wireless coverage within Ekurhuleni boundaries has rapidly increased from 55% to 85% over the past year through a tightly managed implementation programme of infrastructure rollout projects.

Wireless infrastructure now consist of 37 Base station Hi-Sites providing connectivity to over 200 Ekurhuleni end-points. Bandwidth capacity to all Hi-Sites has been increased from 54 to 100Mbps, greatly enhancing the end-user experience and improving the Metro's operational efficiency. Network expansion was designed to NGN standards and engineering activities were focused on providing appropriate and sustainable technology solutions.

Pilots of special interest completed this year included providing free high speed internet access to 10 schools and data connectivity to electrical sub-stations to facilitate live remote management.

A call centre with 35 call centre seats has been established and fully functional and is based

at Ekurhuleni Eastern College. The centre is funded by the Department of Communication in partnership with the EMM, the college and private sector. The third Siyafunda Centre at Kwa-Thema has been established. The main focus is ICT training enabler. The community will also benefit by using the centre to access mail boxes and the internet for various needs. These centres are fully funded by the private sector and the EMM provides connectivity as extension to the EMM library kiosks.

The completion of the Institutional Review Phase III (alignment of Departmental Top Structures to the Top Structure of the EMM, as approved during Phase II of the Institutional Review) took place as well as the compilation of draft proposed structures, Institutional Review Phase IV, which consists of structural proposals to align all divisional structures of departments to the approved Top Structures of departments.

The Employment Equity Division has conducted an analysis of under representation in all the departments. To this end, an Employment Equity quarterly report served at the November 2008 Employment Equity and Skills Development Forum.

Madam Speaker, about two months ago, the Gauteng Provincial Government deployed a specialised and skilled team to assist Council to accelerate the provision of services, infrastructure development and to deal with outstanding disputes. I am happy to report to you that the team has, over this short period, made significant inroads in dealing with some of the challenges that were identified.

As a result of this initiative, Council has started the process of filling critical top posts. Among those already advertised is the vacant City Manager's

post, the Chief of Police and the Chief Financial Officer. The next step in this regard will be short listing, interviews and the appointment of the successful candidates.

Allow me to share with you a sample of the work the team has undertaken in Ekurhuleni so far.

Labour disputes

The old and often complex investigations and proceedings involving senior managers have been given daily attention, with a view of resolving them as speedily as possible. They each are in varying stages of resolution. Some are currently in disciplinary proceeding where the Metro has been assisted to wrap-up its case and awaiting the other side to conclude before a finding is made by the presiding officer. In some of the cases, progress has been made in reviewing past processes and allegations with the intention of making concrete proposals regarding the way forward, and some may have to await trial dates to be set by the courts.

Commercial disputes

The team, in conjunction with several departments, has been able to unpack and process most of the land transactions that were caught up in a number of disputes. To date all but 43 transactions have been processed or undergoing processing. Those that implicate individuals have been isolated and a competent investigator has been briefed. Section 101 and 82 certificates have been issued and a sound working relationship has been established with the Ekurhuleni Local Developers Association.

General Management Issues

The EMM has reviewed a number of key delegations and has made proposals about their normalisation. The key ones relate to, among others, the recruitment and selection of managers in the EMM. The new, revised delegations are aimed at guaranteeing the appointment of skilled and competent personnel. A process to fill about 2 000 vacancies has been mapped and, if rolled out effectively, would see most of these filled before the end of this calendar year.

Service delivery

Good progress is being made in addressing some of the limitations that created backlogs in providing basic services such as road maintenance, open spaces management, and refuse collection. Key delays relating to the procurement of vehicles and equipment have been addressed. While there are some improvements, a lot still has to be done to achieve a predictable and uninterrupted level of service in these areas.

Illegal dumping and the state of taxi ranks are areas to which specific attention is being paid. There is a comprehensive plan for illegal dumping which will be linked to a communication plan to spread the word regarding the cleaning and bylaws in this regard.

Furthermore, the Metro has already started implementing a road maintenance plan which aims to deal with the backlog in terms of the fixing of potholes. The plan is already showing good progress. The maintenance of parks and open

spaces is taking shape with tractors and other resources channelled towards this course.

Organisational diagnosis and climate survey

A desk top review of the EMM policies and plans, including the GDS, the Institutional Reviews, the IDP and others is underway. Inputs from senior managers and the political leadership have been gathered. A sample of 800 randomly selected ordinary staff members will be requested to respond to a questionnaire. The investigation spending patterns and capacity to roll out capital infrastructure programmes has been initiated, and an HR audit will be completed. These initiatives will present the EMM with a report that may suggest a case for change.

We are aware that much more still needs to be done and acknowledge that the road ahead is arduous. We are confident that the team will assist in unlocking the potential of our Metro to ensure sustainable development in Ekurhuleni. While it is appreciated that great ideas are contained in the City's stated vision and long-term plans, it is not often clear whether these are supported by clear and bold strategies and operational plans.

We have, Madam Speaker, shared with this Council in detail the work we have done in the past 12 months. Despite the significant progress we have made in the past 15 years a lot still needs to be done. We are confident of the future and acknowledge that much more needs to be done in fighting poverty and underdevelopment. The creation of work and sustainable livelihoods will be central to the agenda of this Council in the next two years.

Planned performance for the 2009/10 financial year

I now wish to focus on the road that lies ahead of us. In this proposed budget, the following is planned for the 2009/10 financial year:

The achievement of an unqualified audit opinion is high on the agenda. All efforts will be made to ensure the effective implementation of GRAP. The full implementation of GRAP 17 is the greatest challenge in respect of GRAP compliance.

The establishment of the Revenue Unit will see the co-operation of Infrastructure Services, Electricity and Energy and Finance to ensure our meter reading and billing system functions optimally. This integrated approach will ensure that we have minimal challenges in terms of completeness of revenue.

Accordingly, Madam Speaker, we will in the next few weeks implement an aggressive revenue enhancement strategy. This campaign will be headed by the MMC for Finance. We are calling on all councillors to double their efforts in increasing payment levels, particularly in their wards. Details of the plan will be unveiled soon to Council for adoption and approval.

The Internal Audit Department will implement quality control at a standard acceptable to the Institute of Internal Auditors and aims for 70% to 80% compliance. For the year, 45 internal audit reports will be completed to ensure good governance principles are applied.

The ICT Department will connect 400 citizens to Broadband infrastructure to narrow the digital divide. Six next generation core sites will be commissioned and two non-legislative systems replaced. About 50 students will be trained in ICT programmes.

To strengthen our administration, the Human Resource Department will focus on the development and approval of the fourth phase of the Institutional Review process. About 500 employees will undergo baseline surveillance testing to secure a healthy workforce. We are a country proud of our diversity, and as such a diversity management programme will be implemented. To ensure our communities are given education opportunities, 50 study bursaries will be awarded. We are proud of our workforce and want to continuously improve their skills and provide them with career opportunities. To achieve this, an Employment Equity plan will be approved, internal training will be provided and a Retention Strategy will be approved. It is furthermore planned to establish an Ekurhuleni Learner Academy to encompass and co-ordinate all HR structures and activities.

User friendly web based access to spatial information will be made available through the use of the intranet and an internet mapping viewer. Land use contraventions will be resolved within three months on average and an interface will be built between the GIS, the deeds office and the valuation roll. This will go a long way in helping us secure the completeness of our assessment rates revenue. A further Local Spatial Development Framework will be formulated to guide the development of our region. The Rhodesfield and the Kempton Park CBD are targeted for this LSDF.

To enhance and grow our local economy, one Local Empowerment Council will be established, two Business Linkage Centres established, the BBBEE strategy finalised. It is anticipated that 200 SMMEs will be assisted through the Business Linkage Centres and 75 SMMEs through the

Tender Advice Centres. About 12 learners will be incubated in the Ekurhuleni Base Metal Incubator.

We are hoping to have 41 000 jobs created through the “*One Company One Job*” campaign and a further 120 through job placement programmes. To further create job opportunities, we want to attract R200 million worth of investments into the region.

We want to take services closer to our communities, and to this end, four new CCCs will be constructed. A further four CCC buildings will be upgraded. The CCCs will develop 12 service delivery programmes to ensure proper liaison between CCCs and our communities.

Safety and Security is a major concern to all of us. We have to protect our communities to ensure a better standard of living. During the 2009/10 financial year, a decentralised disaster management office will be established in Kempton Park as well as a mobile radio technical workshop, two repeater sites and a tracking system. A Drive Thru licensing facility will be established in Bedfordview. Various licensing centres will be fitted with security systems and refurbished. Forty community members will be trained as life safety educators and it is estimated that 75% of all calls received will be dealt with in terms of the nationally defined response time. To ensure adequacy of equipment, 20 new emergency services vehicles will be acquired and two fire stations established, namely in Etwatwa and Daveyton.

About 12 social crime prevention programmes will be implemented and 250 new recruits appointed. About 52 major crime operations will be undertaken and three precinct stations established.

Our communities need a pleasant environment as much as they do a safe environment. We will plant an estimated 10 200 trees, maintain 100m² of turf grass and establish a new park during the 2009/10 financial year. About 30 wards will again this year be entered in the highly successful Bontle ke Botho campaign.

Waste will be collected from 8 000 service points that previously did not have access to this service. An estimated 80 000 tons of methane gas will be extracted from our waste disposal sites and a further 200 000 m³ of waste disposal airspace will be provided.

To ensure environmental safety, some 1 800 diesel driven vehicles will be tested for safety, 24 000 food premises inspected and 1 024 premises inspected for compliance with tobacco legislation.

The fight against HIV and Aids remains a key focus area. Four Aids Council activities will be arranged for the year, and an estimated number of 250 000 people will be reached with HIV and Aids interventions. About 106 000 households will be visited through the door-to-door campaign with 286 000 people being reached. A further 1 055 employees will be reached through the HIV and Aids workplace programmes. At our clinics, some 80 000 people will be tested for HIV, 80% of all children under the age of one year will be fully immunised and we aim to have a 75% cure rate for tuberculosis identified through new smears. We envisage that a staggering 3,4 million patients will attend our Primary Health Care facilities next year.

Religious groups, traditional health practitioners, older people, women, men and the youth will be targeted with outreach programmes. To ensure the best possible care to our children, 36 early childhood development practitioners will be trained.

Electricity will be supplied to a further 7 000 new households. We will provide 58 high mast lights and 500 protective structures to protect our revenue. Whilst we focus on achieving our budgeted revenue, we are also mindful of the fact that we must assist the poorest of the poor. To this end, a targeted 17 000 households will be provided with free basic electricity, of which 10 000 are in Eskom supply areas and 7 000 within Ekurhuleni supply areas. To further enhance the safety of our communities, 24km of streets will be provided with streetlights.

Madam Speaker, land for 20 000 new housing stands will be identified and almost 7 500 stands will be serviced. The provision of the new top structures will be done by the Gauteng Provincial Government. We will continue to work in partnership with Province to secure adequate housing provision. Communities will be kept informed of progress through 10 community outreach sessions that are planned for the year.

The provision of roads remains one of our key challenges but is, at the same time, one of the areas where the backlog is being tackled with progressive initiatives such as the Turnkey Roads Building Programme. A total of 120kms of surfaced road will be tarred. A further 80kms of storm water conduits will be constructed during the year.



About 1 850 new water connections points will be provided to ensure basic services are available to the entire community.

Public transport will be enhanced through further negotiations with the existing public transport operators and other stakeholders.

A new library will be established, two cultural facilities upgraded, 60 recreational facilities maintained according to acceptable norms and standards and three new sports and recreational facilities completed. In addition, eight heritage initiatives will be launched during the year. The library media will be increased with 18 000 new resources whilst it is expected that more than 5 000 people will participate in arts and culture capacity building programmes. To reclaim our African identity, we hope to attract almost 80 000 participants to planned events and more than 30 000 to our planned library programmes to enhance a culture of reading, studying and listening to oral history.

The 2010 Department will see the completion of two new stadiums and the upgrading of 43 informal soccer fields. The logistics around the 2010 event itself, such as the completion of traffic management plans, alternative routes identification and upgrading of routes will be given high priority as it is now all system go for 2010.

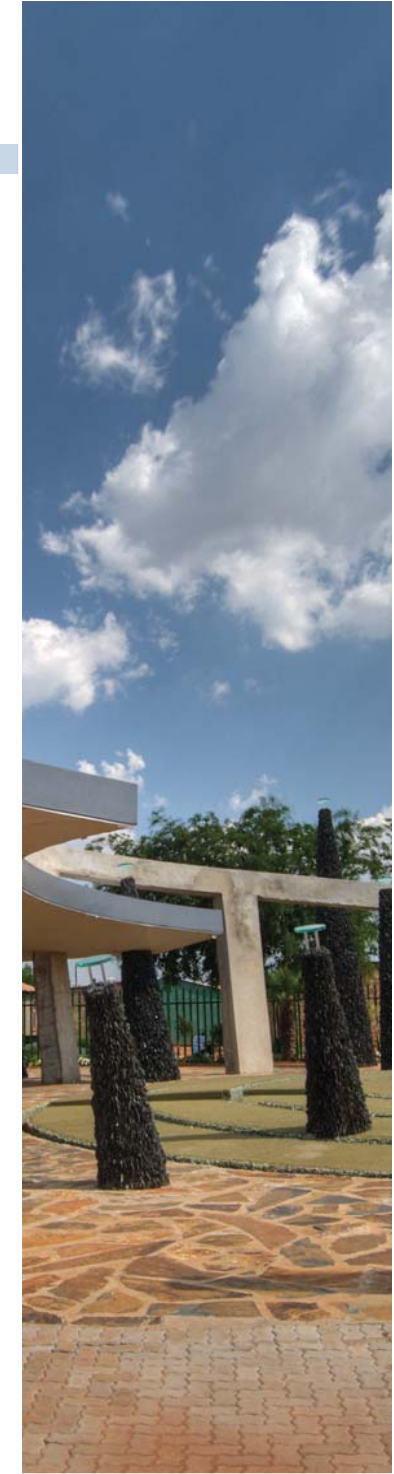
Madam Speaker, fellow Councillors, through this budget we, as Ekurhuleni Metropolitan Municipality, are affirming that we will work together with all stakeholders, especially business, communities, civil society and labour to find ways and implement programmes that will assist in improving the lives of our people for the better. With this budget we commit ourselves to work to fulfill our undertaking to resolve and remove the scourge of poverty, under-development, unemployment and diseases from the shoulders of our people, particularly those who have been marginalised.

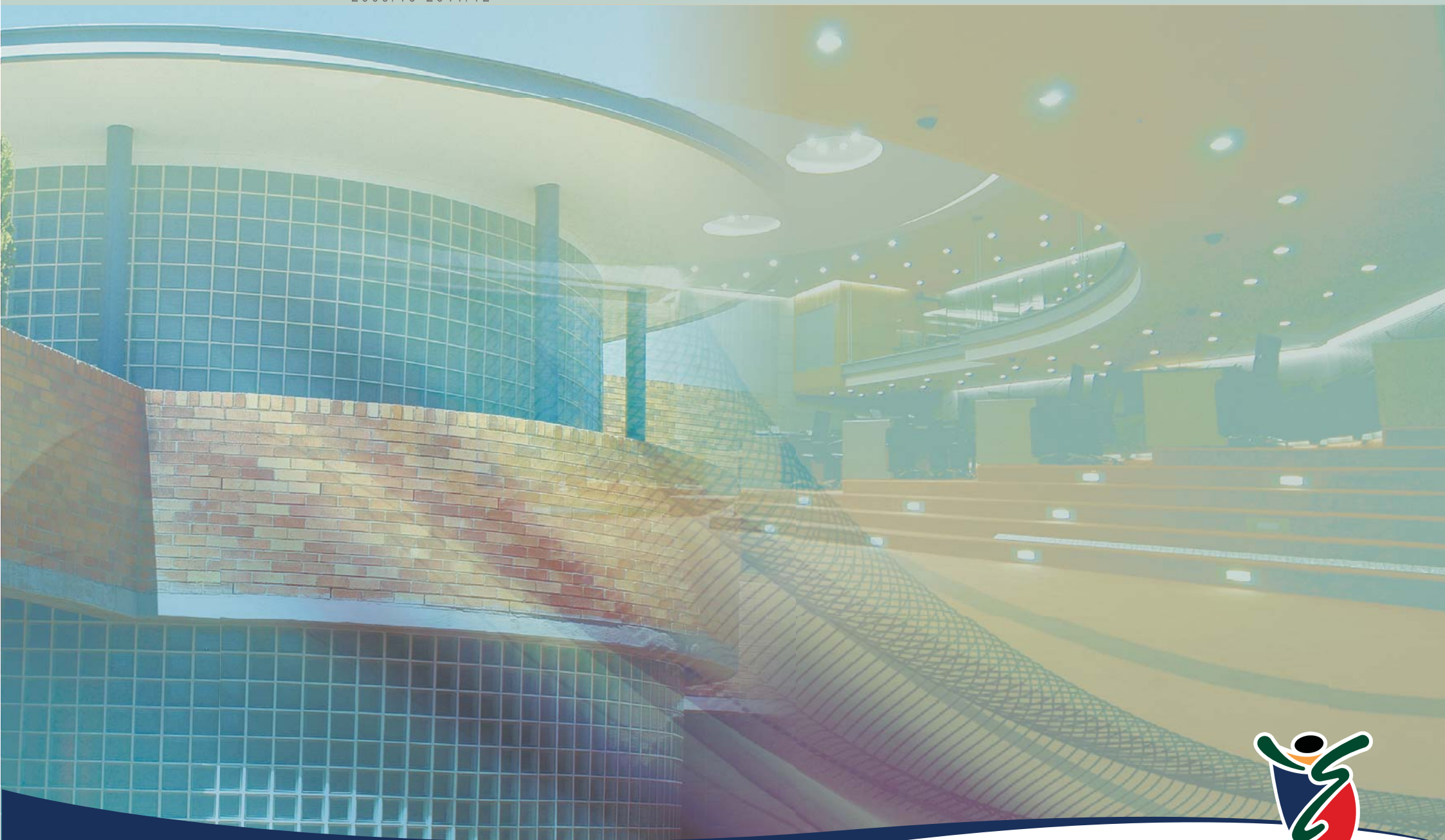
Through this budget, we call upon all our stakeholders to join us in this journey as we work together in unity in purpose towards building a caring, inclusive, responsive and developmental city.

Through this budget, we assure our people and communities that, as the leading party in this Metro, "... we will build on the huge mobilisation success of our election campaign. We will build on the excitement around the ANC brand and policies. The ANC victory is an endorsement of our policies and programmes. But more than that, it is a victory for the country's Constitution which we will always uphold, promote and defend. We reiterate that the Constitution is not under threat from the ANC. It has never been ...," as stated by the then President elect, Jacob Zuma, at the Independent Electoral Commission Centre, on April 25, 2009.

In conclusion Madam Speaker, let me re-affirm here for all and sundry, that the resounding ANC victory "is a celebration for people from all walks of life who helped to shape our Manifesto which will now become government's programme of action for the next five years", as stated in the address quoted above.

IThank You!





Full Time Councillors



EXECUTIVE MAYOR
Cnr Ntombi Megwe
 Tel: 011 999 0905/0155
 Fax: 011 871 7258
 mekgwen@ekurhuleni.gov.za



SPEAKER
Cnr Patricia Kumalo
 Tel: 011 999 0583/88
 Fax: 011 871 7457
 kumalon@ekurhuleni.gov.za



CHIEF WHIP
Cnr Moses Maseko
 Tel: 011 999 0161/0154
 Fax: 011 871 7819
 masekom@ekurhuleni.gov.za

MEMBERS OF THE MAYORAL COMMITTEE



INFRASTRUCTURE SERVICES
Cnr Louis Sibeko
 Tel: 011 820 4292/4308
 Fax: 011 820 4364
 086 633 9168
 sibekol@ekurhuleni.gov.za



HEALTH
Cnr Isaac Bangilizwe
 Tel: 011 999 0724
 Fax: 086 555 3796
 isaacb@ekurhuleni.gov.za



ENVIRONMENTAL DEVELOPMENT
Cnr Makhosazana Maluleke
 Tel: 011 999 0131
 Fax: 011 820 4511
 malulekem@ekurhuleni.gov.za



SPORT, RECREATION, ARTS AND CULTURE
Cnr Vulindlela Mapekula
 Tel: 011 999 0878
 Fax: 011 820 4472
 mapekulav@ekurhuleni.gov.za



CORPORATE SERVICES
Cnr Queen Duba
 Tel: 011 999 0831
 Fax: 011 820 4217
 dubeq@ekurhuleni.gov.za



ECONOMIC DEVELOPMENT
Cnr Thumbu Mahlangu
 Tel: 011 999 0311
 Fax: 011 820 4302
 086 633 9166
 mahlangu@ekurhuleni.gov.za



FINANCE
Cnr Lungile Mtshali
 Tel: 011 999 6522
 Fax: 011 820 4023
 lungilem@ekurhuleni.gov.za



CITY DEVELOPMENT
Cnr Mahomed Akoon
 Tel: 011 999 7390
 Fax: 011 820 4339
 akoonm@ekurhuleni.gov.za



COMMUNITY SAFETY
Cnr Aubrey Nxumalo
 Tel: 011 874 5020/5162
 Fax: 011 874 5038
 nxumaloa@ekurhuleni.gov.za



HOUSING
Cnr Ndosi Shongwe
 Tel: 011 820 4353/4049
 Fax: 011 820 4466
 011 899 4282
 shongweg@ekurhuleni.gov.za



Clr Ntombi Mekgwe

Executive Mayor

An active member of the ANC Women's League and of the Regional Executive Committee of the African National Congress, Clr Ntombi Mekgwe's involvement with politics started at a young age through the Congress of South African Students (COSAS) as well as in the ANC Youth League.

The first female Executive Mayor of the Ekurhuleni Metropolitan Municipality, Clr Mekgwe also served as mayor of the Nigel Transitional Local Council (TLC) in 1994. She sat on the Executive Committee of the then Nigel TLC from 1995 to 2000.

When the Ekurhuleni Metropolitan Municipality was formed Clr Mekgwe became a ward councillor for the term 2000-2006, and was elected as Speaker of the Metro from 2001-2006. In 2006 she was re-elected as the Speaker and in July 2008 became the third Executive Mayor of the Metro.

This first citizen has been involved in several major projects and campaigns, including the renaming of the OR Tambo International Airport, Mayoral Road shows (as per the Public Participation Policy) and the 16 days of activism against women and children abuse (creating awareness of the Domestic Violence Act), of which she is the custodian.

The SA Cities Network has her as a board member and Clr Mekgwe represents Ekurhuleni on the SALGA Gauteng Intergovernmental Forum

(GIGF) as Gauteng Premier's Co-ordinating Forum.

Clr Mekgwe holds a certificate in Municipal Development Programme as well as a degree in Local Government. She has done Adult Basic Education and Training, Councillor Development Programme, and a Human Resource Management Diploma. Her studies currently include a Diploma in Public Management, in addition to many other courses to enhance work that she does. She has also worked for a number of years in the NGO sector as facilitator where she gained much needed experience in public sector.

In 2007, Clr Mekgwe was nominated and won the award for being the Best Woman Councillor in Local Government, within the Gauteng Province and was recognised for her achievement in this category by the Provincial MEC for Local Government.

Throughout her leadership in local government she has displayed great astuteness, integrity and accountability as a leader with great discipline and decisiveness.



Acting City Manager
Blake Mosley-Lefatola
 Tel: 011 999 0841/
 011 999 0794
 Fax: 011 820 4319
 Blake.Lefatola@ekurhuleni.gov.za

Communications and Marketing Director
Gwen Shole-Menyatso
 Tel: 011 999 0170/1122
 Fax: 011 437 2013
 gwenm@ekurhuleni.gov.za



Organisational Performance General Manager
Vacant

Internal Audit Chief Audit Executive
Thabo Chiloane
 Tel: 011 820 4102/4307
 Fax: 011 820 4050
 haroldc@ekurhuleni.gov.za



Electricity and Energy General Manager
Mark Wilson
 Tel: 011 899 4020
 Fax: 011 917 6112
 markw@ekurhuleni.gov.za



2010 and Special Projects General Manager
Joe Mojapelo
 Tel: 011 961 9902
 Fax: 011 975 6545/961 9917
 joem@ekurhuleni.gov.za



Corporate Services Cluster Deputy City Manager
Peta Mashinini
 Tel: 011 999 0836/7
 Fax: 011 255 4829
 petam@ekurhuleni.gov.za



Chief Financial Officer
Vacant

Legal & Administrative Services Executive Director
Advocate Shami Kholong
 Tel: 011 999 0336/0772
 Fax: 011 820 4318
 shamik@ekurhuleni.gov.za



HR Management & Development Executive Director
Thandi Khumalo
 Tel: 011 999 6397/98
 Fax: 011 255 4834
 thandik@ekurhuleni.gov.za



ICT Executive Director
Vacant

Operations Cluster Deputy City Manager
Mkhabela Sibeko
 Tel: 011 999 0333/0312
 Fax: 011 820 4399
 E-mail: mkhabelas@ekurhuleni.com



Health Executive Director
Maboikanyo Mashazi
 Tel: 011 861 2269
 Fax: 011 861 8835
 imogenm@ekurhuleni.gov.za



Infrastructure Services Executive Director
Vacant

Housing Executive Director
David Morema
 Tel: 011 999 6726
 Fax: 011 255 4755
 David.Morema@ekurhuleni.gov.za



Sport, Recreation, Arts and Culture Executive Director
Charles Mabaso
 Tel: 011 999 3208/9
 Fax: 011 820 4314
 charlesm@ekurhuleni.gov.za



Community Safety Executive Director
Moshema Mosia
 Tel: 011 874 5105
 Fax: 011 455 4345
 pmosia@ekurhuleni.gov.za



Environmental Development Executive Director
Mandla Sithole
 Tel: 011 999 3106
 Fax: 011 456 0114
 mandlas@ekurhuleni.gov.za



Strategic Services Cluster Deputy City Manager
Johan Leibbrandt
 Tel: 011 999 0761/0760
 Fax: 011 820 4040
 johanl@ekurhuleni.gov.za



City Development Executive Director
Sarah Mekgoe
 Tel: 011 389 2001
 Fax: 011 389 2019
 sarahm@ekurhuleni.gov.za



Economic Development Executive Director
Ursula Ntsubane
 Tel: 011 999 7776
 Fax: 011 741 2049
 ursulan@ekurhuleni.gov.za



Integrated Development Planning Director
Bertus van Zyl
 Tel: 011 999 6764
 Fax: 011 820 4255
 bertusvz@ekurhuleni.gov.za



Customer Care Centres Special Project Manager
Sam Simetsi
 Tel: 011 921 2640
 Fax: 011 921 2652
 simetsi@ekurhuleni.gov.za



*Risk Management and Intergovernmental Relations report directly to the City Manager.



a partnership that works



Ekurhuleni
METROPOLITAN MUNICIPALITY

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Annexures and files Contained on the Compact Disk Provided:

Annexure "A" Summary on progress made on addressing the ward priorities identified in the 2008-2012 IDP

Annexure "B" Summary of Prioritised outcomes of the CBP process

Annexure "C" EMM Departmental Plans

CBP Ward Plans

Ekurhuleni Growth and Development Strategy 2025 and its Addendum

CCC Business Plan

EMM Disaster Management Plan

EMM Service Standards

20 PTP Progress Report

ITP Executive Summary

Performance Management System

Ekurhuleni Environmental Management Framework

Provincial Budgets

EMM Housing Department Seven Year Plan

INTRODUCTION

1.1 Background

Integrated Development Planning is a process through which municipalities prepare a strategic development plan which extends over a five-year period. The Integrated Development Plan (IDP) is a product of the IDP process. The EMM IDP is the principal strategic planning instrument which guides and informs all planning, budgeting, management and decision-making processes in the municipality.

Through Integrated Development Planning which necessitates the involvement of all relevant stakeholders, a municipality:

- Identifies its key development priorities;
- Formulates a clear vision, mission and values;
- Formulates appropriate strategies;
- Develops the appropriate organisational structure and systems to realise the vision and mission; and
- Aligns resources with the developmental priorities.

In terms of the Systems Act, all municipalities have to undertake an IDP process. As the IDP is a legislative requirement, it has a legal status that supersedes all other plans that guide development at local government level.

In a nutshell, the IDP process entails an assessment of the existing level of development and the identification of key development priorities. The vision and mission statements for the long-term development flow from the aforesaid, with specific reference to critical developmental and internal transformational needs. The development strategies and objectives will be directed at bridging the gap between the existing level of development and the vision and mission. A critical phase of the IDP process is to link planning to the municipal budget (i.e. allocation of internal or external funding to the identified projects); to ensure that the IDP directs the development and implementation of projects.

During the past eight years we have made definite progress in enabling the people of this region to enjoy the fruits of liberation and democracy. We have seen substantial improvements made in providing healthcare, building houses and providing water, electricity and sanitation and eradicating the bucket system. We have laid a solid foundation and are on course to improving the lives of our communities. As we celebrate the change in our communities, we are also aware of the many challenges we still face. The unemployment rate has come down from about 40% in 2001 to just over 34% in 2006. Our fight against poverty and underdevelopment will be further intensified towards halving unemployment. Our responsibility as a sphere of government is to ensure that the quality of life of all who live and

work in Ekurhuleni is improved. We will continue to engage in both progressive and meaningful discussions with our communities to shape a clear path from which governance and development will draw guidance and direction. The Metro will continue to pursue and encourage community participation programmes to ensure our plans are in line with community needs.

We have a responsibility to contribute to the process to uplift our people from abject poverty and underdevelopment. In our fight against poverty, racism and underdevelopment, we are committed to ensuring that equitable service delivery takes root in Ekurhuleni. For this reason the EMM has to focus on the following:

- Build sustainable communities by paying special attention to health education, service delivery, human settlements, environment and safety;
- Develop infrastructure to equalise services, upgrade and ensure accessibility and unity of the City of Ekurhuleni;
- Grow the economy by linking it to the national and provincial economies, empower the people of the region and build skills;
- Transform the government institution (National, Provincial and Municipal) to ensure accessibility and efficiency in providing quality service in an equitable manner;
- Enhance democracy and continuous participation of the citizens of the City of Ekurhuleni in the work of government; and
- Developing and implementing integrated plans and strategies for economic and social

development; service delivery; infrastructure development; public transport; provision of basic services such as water, sanitation and electricity; human development; safety and security; participatory governance; youth development; women empowerment; effective use of ICT for socio-economic development; building integrated and sustainable communities while protecting the environment.

The EMM IDP contains plans and programmes which will enable the achievement of the following:

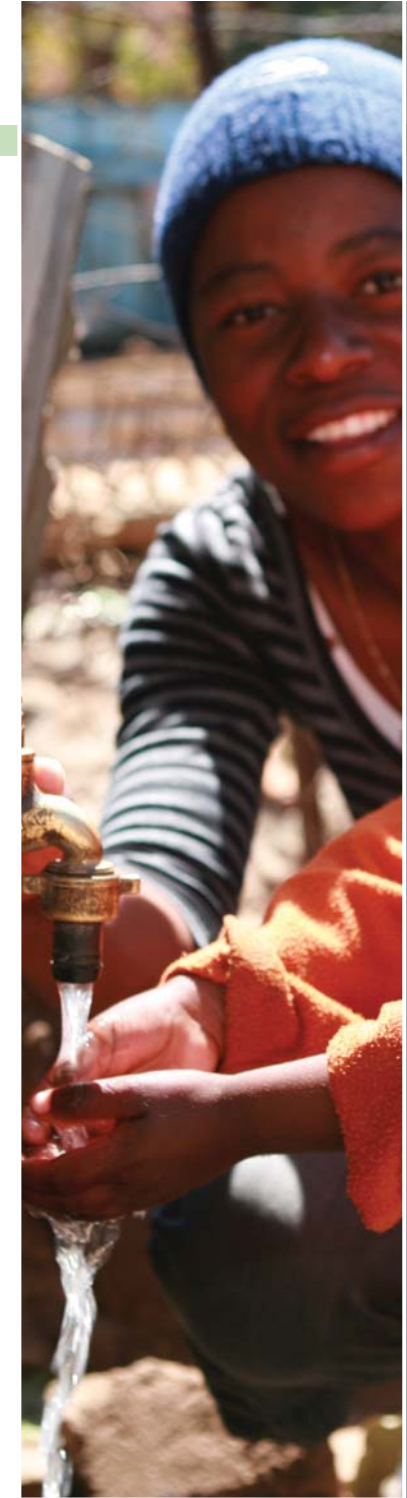
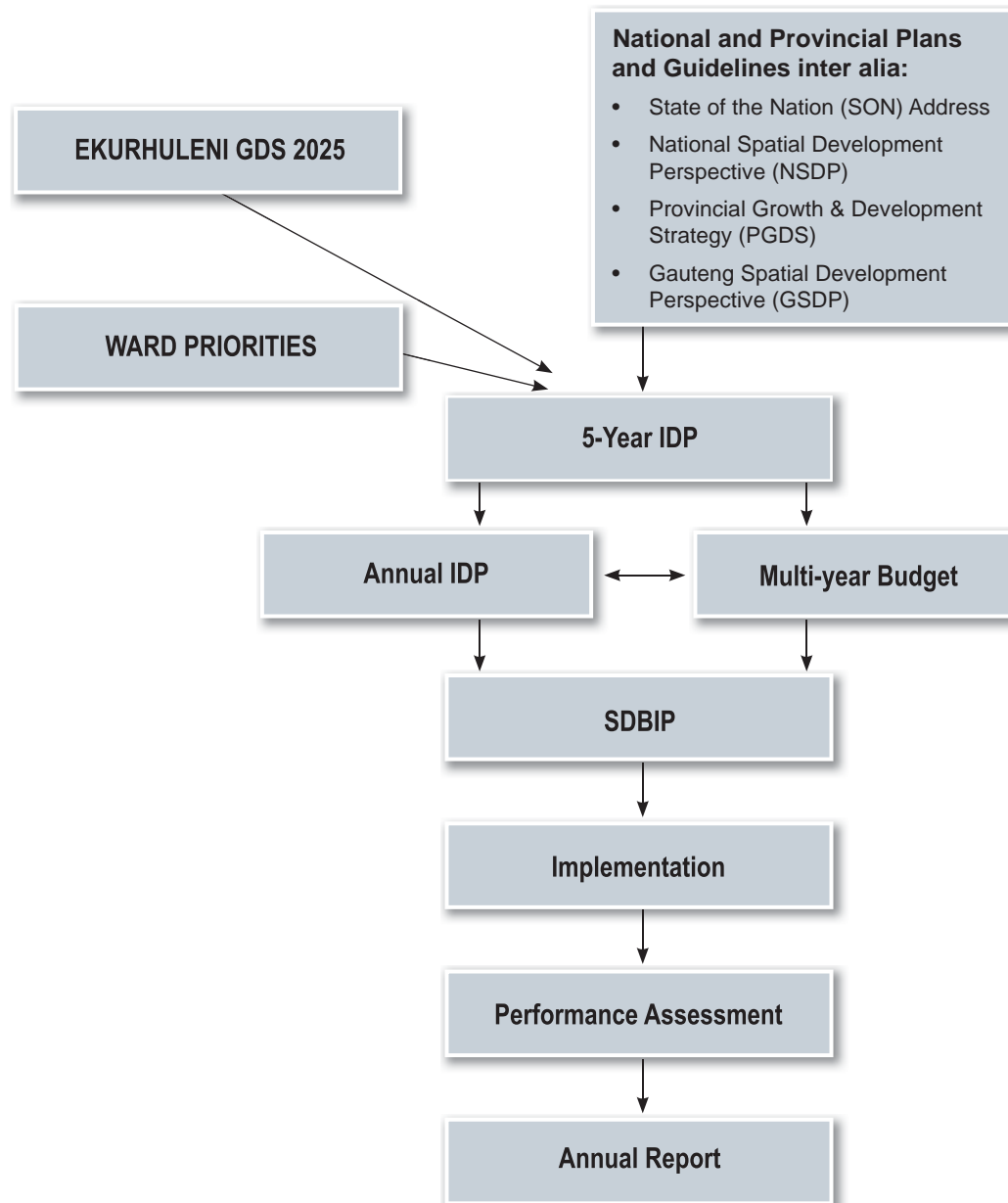
- All communities will have access to clean water and basic sanitation by 2010;
- Universal provision of free basic services;
- Improve the way government provides housing;
- Ensure better quality houses closer to economic opportunities and combat corruption in the administration of waiting lists;
- Creation of safety and security in communities, including plans to deal with disaster and emergencies;
- Utilise sports, recreation, arts and culture for social and physical renewal, while building a single identity of the Ekurhuleni community;
- Environmental management, including dealing with conditions of dolomite prevalent in the city; and
- Development of an integrated transportation system linking rail, roads and air transportation, and emphasising the development of a Metro bus system.

1.2 The Planning Framework

The following is a graphic illustration of the strategic planning framework followed in the planning process of reviewing the EMM IDP.

Through this process national and provincial pro-grammes and their respective targets are being addressed. The following national targets are contained in the IDP and Budget, depending on additional funding to be made available from national and provincial governments:

- All people have access to potable water;
- All people will have access to basic sanitation services by 2010;
- All people to have access to electricity by 2012; and
- Upgrading/formalisation of all informal settle-ments, including the eradication of the basic services backlog to be achieved by 2014.



2. STATUS QUO

2.1 Introduction

The Metropolitan Municipality of Ekurhuleni was established in 2000. It covers an extensive geographical area, from Germiston in the west to Springs and Nigel in the east. Ekurhuleni is one of six Metropolitan municipalities resulting from the restructuring of local government.

The former local administrations of the nine towns in the East Rand – Alberton, Benoni, Boksburg, Brakpan, Edenvale/Lethabong, Germiston, Kempton Park/Tembisa, Nigel and Springs – amalgamated to form the new Metropolitan Municipality, along with two other councils – the Khayalami Metropolitan Council and the Eastern Gauteng Services Council.

Ekurhuleni has a total surface area of about 2 000km² that accommodates a population of 2.7 million (Source: Global Insight Regional eXplorer (ReX) v.351). This constitutes in the region of 5.6% of the national population and makes up 28% of Gauteng's population. The population density is about 1 400 people per km², making Ekurhuleni one of the most densely-populated areas in the country and province. By comparison, population density in Gauteng is 596 people per km² and 39 people per km² in the country.

The Ekurhuleni economy is larger and more diverse than that of many small countries in Africa, including all the countries in Southern Africa. It accounts for nearly a quarter of the Gauteng economy, which in turn contributes over a third of the national Gross Domestic Product. Ekurhuleni contributes 7% to the country's spending power and 7.4% to the nation's production. In most respects – per capita income, unemployment, poverty, average wages and other indicators of human development – it is similar to the rest of Gauteng. However, there is one important structural difference: many of the factories producing goods and commodities are located in Ekurhuleni. Manufacturing in Ekurhuleni accounts for less than 20% of the GDP of Gauteng. In Ekurhuleni itself, manufacturing accounts for about 28% of total production output. With the largest concentration of industry in the whole of South Africa (and in Africa), Ekurhuleni is often referred to as "Africa's Workshop".

The downside of the strong manufacturing sector is that globalisation has a definite impact on the structure of production and on the demand for labour. Ekurhuleni, although not benefiting from direct capital investments in the automotive sector developments in the country, continues to play the role of the workshop of the economy, with the production of structural steel and fabricated metal products making an input into the economies of other areas. In the period 1998 to 2003, the annual economic growth in Ekurhuleni expanded constantly at nearly double that of the national manufacturing growth rate. The economically active population is 57% compared to 40% nationally. Household income and

per capita income exceed the national average by 10% and 33% respectively. The percentage of people living in poverty nationally is 44.4%, compared to 24.2% in Ekurhuleni (Source: Global Insight Regional eXplorer (ReX) v.351).

Ekurhuleni has a network of roads, airports, rail lines, telephones, electricity grids and telecommunications rivalling that of Europe and America – a first world infrastructure supporting a well-established industrial and commercial complex. Ekurhuleni is regarded as the transportation hub of the country. The municipality is home to OR Tambo International Airport, the busiest airport in Africa. OR Tambo International Airport services the entire continent while linking major cities throughout the world. Similarly, many of the world's leading airlines fly into OR Tambo International Airport. Some 14 million passengers pass through this airport annually. In addition, a number of smaller domestic airlines connect OR Tambo International Airport to cities throughout South Africa. South Africa's largest railway hub is in Germiston, Ekurhuleni and links the city to all the major centres and ports in Southern Africa. A number of South Africa's modern freeways and expressways connect Ekurhuleni to other cities and provinces. The Maputo Corridor development, South Africa's most advanced spatial development initiative, links Ekurhuleni to Maputo, the capital of Mozambique and the largest South African Indian Ocean port. Direct rail, road and air links connect Ekurhuleni to Durban, the biggest and busiest port in South Africa. During the period 1995 to 2005, the Gauteng government was strategically upgraded some of the ageing road networks linked to the industrial hub, to promote the movement of goods and services.

Blue IQ projects, situated within Ekurhuleni, include the Wadeville-Alrode Industrial Corridor with linkages to the largest logistical hub, the City Deep container terminal, the planned Gautrain rapid rail link to Johannesburg and Tshwane and the OR Tambo International Airport Industrial Development Zone (IDZ). The latter will benefit light manufacturing, and the development of an aero space park. The EMM's annual budget is around R13,5 billion, of which more than R2 billion goes to capital projects in line with the Integrated Development Plan (IDP). The bulk of this expenditure is dedicated to upgrading facilities and addressing infrastructure backlogs caused by apartheid.

2.2 The Current Situation

The Growth and Development Strategy 2025 GDS depicts the status quo in Ekurhuleni. It follows a landscape approach, in terms of three Key Performance Areas, namely: Infrastructure and Services, Economic Transformation and Social Transformation. The present Key Performance Areas (KPA's) are summarised below. These characteristics determine the specific focus areas around which the GDS was formulated.

2.2.1 Infrastructure and Services (Physical Development)

- Consisting of nine CBDs with no clearly identifiable core area and no central theme, Ekurhuleni lacks an identity which it needs to define.
- Due to the conglomeration of nine East Rand towns and large vacant land parcels

in the mining belt around the urban core, Ekurhuleni's spatial distribution is fragmented, which has resulted in low-density developments with historically disadvantaged communities ending up on the urban periphery.

- Many areas in the city have poor transportation linkages and offer poor mobility. This is due in part, to high levels of congestion on the national and provincial road networks and freeway interchanges with large parts of the planned provincial road system not having been built. There are also inadequate linkages between certain nodes in the EMM as well as a lack of integrated public transport nodes and systems. Some 22% of the municipal road network is still gravel and, although there is a good rail network, it is underutilised.
- Many areas in the city have an ageing and poorly maintained trading services infrastructure, while many communities have inadequate access to basic services due to infrastructure backlogs in township and informal settlements.
- Due to mining activities, urbanisation and industrialisation, environmental problems such as dolomite, informal settlements, and pollution are problems facing the Metro. Ekurhuleni is characterised by large areas of degraded environment, but some unique environmental opportunities such as rivers and wetlands, ridges and agricultural potential have been identified.
- Many areas are decayed, perform poorly and are in need of urban renewal, but at the same time present an opportunity to rebuild vibrant urban communities.
- Current ICT infrastructure such as broadband is inadequate to accommodate the rapid technological growth required, particularly in high-tech hubs such as those surrounding OR Tambo International Airport.

2.2.2 Economic Transformation

- The local economy requires a greater degree of sustainable diversification as it is presently dominated by the manufacturing sector.
- As is the case elsewhere in South Africa, unemployment is high at about 35% and policies to promote labour absorption and job creation will be of crucial importance to the future of the city.
- The improvement of skills levels to attract and support local economic growth is of critical importance as technical skills levels are low and not compatible with the skills requirements of the local economy while the literacy rate is 84%, computer literacy is low.
- Due to the location of OR Tambo International Airport within its borders, Ekurhuleni is a gateway to Africa, and opportunities for tourism promotion and development locally should be exploited. These include opportunities for business and retail tourism, and the Klipriviersberg, wetlands and bird sanctuaries.

- No city can survive without investment in physical, economic and social infrastructure. Therefore, investment promotion and facilitation must be a key focus to attract entrepreneurs and new investment to the Metro.
- The greatest portion of the wealth in the city is still in the hands of a small elite. Broad based economic transformation as well as entrepreneurial activity will be promoted at every opportunity.

2.2.3 Social Transformation

- With about 24% of the local population living in poverty and the current unemployment rate at about 35%, the levels of poverty and unemployment in Ekurhuleni are unacceptably high, and need to be addressed in a sustainable way. The majority of people living below the poverty line, are on the urban periphery, far from job opportunities and social amenities.
- Many people in Ekurhuleni still live in overcrowded informal settlements, without adequate access to social infrastructure. The creation and promotion of sustainable human settlements is therefore an important priority. There is a housing backlog with 134 000 shacks in informal settlements and 36 000 backyard shacks. This is constantly worsening with the influx set to continue while many informal settlements are situated on land not suitable for housing. Well-located land suitable for housing development is not readily available, while past subsidy schemes have also resulted in mono-functional, non-sustainable areas.
- High levels of HIV and Aids and other poverty related diseases such as TB are

experienced in the poor communities and access to health care is inequitable. There is a high rate of infant and child malnutrition.

- Crime and domestic violence are unacceptably high and a higher level of safety and security for the inhabitants of the city will be pursued. Various risks factors around airports, gas pipelines and old mining areas pose potential disasters.
- The city is characterised by inadequate and inequitable provision of and poorly maintained parks, sport and recreational facilities, public places and cemeteries. Green areas are fragmented and disjointed with no central theme.

2.3 Economic Profile

Local government needs to assess the demographic, economic, and socio-economic status quo; as well as measure growth and development on a sub-national level and, more specifically, on local Metropolitan municipality levels. This type of information and estimates are needed for activities such as:

- Policy and strategy decisions;
- Economic planning;
- Market development; and
- Infrastructure planning, development, and delivery.

The economic profile overview of Ekurhuleni serves to inform decision-makers regarding the characteristics of Ekurhuleni's economy.

As a result of the lag in the statistical data reporting and collection process, it is currently only possible to provide estimates for economic variables up to

the year 2006. National-level information from Statistics South Africa and the South African Reserve Bank for 2006 has also been used.

Ekurhuleni's key demographic and socio-economic characteristics are summarised in the following table and put in context when viewed with the Gauteng provincial and South African national picture. National boundaries have changed over the past decade, the demographic figures differ from the 2002 report. The region covers about 2 000 square kilometers, which translates into 11,63% of Gauteng and 0,16% of the national areas respectively. The area is extremely densely populated when compared to Gauteng and national population density. Ekurhuleni houses about 5,7% of the country's population and 27,32% of the Gauteng province's total population. Income levels in Ekurhuleni are above national average (which is to be expected for most urban areas in South Africa), but below that of Gauteng province's average. Unemployment rates are similar to the national average, but higher than that of the Gauteng province on average; while poverty percentage is lower than the national average, but similar to Gauteng's average.

Table 1: Ekurhuleni key comparative statistics, 2006

	Ekurhuleni	Gauteng	South Africa
Region area (sq km)	1,928	16,579	1,221,246
Population	2,699,394	9,879,610	47,560,742
Population density (no. of people per sq km)	1400	596	39
Economically active population (as % of total pop.)	57.3%	57.0%	40.5%
No. of households	868,976	3,155,402	12,883,990
Average household income (Rand, current prices)	107,349	142,905	94,090
Annual per capita income (Rand, current prices)	34,557	45,642	25,489
Gini coefficient	0.59	0.58	0.64
Formal sector employment (estimates)	696,204	3,670,360	9,896,088
Informal sector employment (estimates)	98,234	477,803	2,110,379
Unemployment rate	34.3%	30.0%	37.7%
Percentage of persons in poverty	24.2%	22.9%	44.4%
Poverty gap (R million)	1,172	3,903	37,897
Human Development Index (HDI)	0.68	0.71	0.62
Index of Buying Power (IBP)	0.08	0.35	1.00
Share of economic output (GVA % of SA 2006)	6.6%	33.7%	100.0%
Economic growth 1996 - 2006 (GVA % growth pa) (Constant 2000 prices)	2.7%	4.1%	3.4%

Source: Global Insight Regional eXplorer (ReX) v.351

The Human Development Index (HDI) for Ekurhuleni indicates that the area fares better than the national average, while lagging slightly behind the Gauteng average. The HDI for Ekurhuleni is 0,68, which is indicative of a medium-developed municipality. The buying power in the area is based on Global Insight's Index of Buying Power (IBP), which indicates that only 8% of the country's spending power is located in Ekurhuleni compared to 35% in Gauteng as a whole.

However, Ekurhuleni is a large and significant local economy in the South African economic context. Some summary estimates (presented in Table 2) illustrate that Ekurhuleni has a resident population of about 2,7 million people; the area contributes about 7% to national production and has a share of about 6,6% of national employment. Over the period 1996 to 2006, Ekurhuleni's economy grew by an estimated average of 2,7% per annum. Ekurhuleni contributes about 19% to the total economic output of Gauteng province. Evident from the table is that Ekurhuleni did not share in the same strong growth that Johannesburg exhibited over the same period.

Table 2: Population, output, employment, and economic growth in South Africa's major cities

Area	Population in 2006	Contribution to National Economic Output in 2006	Share of National Employment	Average Annual Economic Growth, 1996-2006
Ekurhuleni	2,699,394	6.6%	7.0%	2.7%
City of Cape Town	3,132,774	10.0%	11.2%	4.3%
eThekweni	3,300,906	7.9%	10.6%	4.0%
City of Johannesburg	3,460,916	17.9%	16.3%	4.9%
Nelson Mandela Bay	1,077,556	2.3%	3.5%	3.4%
City of Tshwane	2,129,866	9.2%	8.4%	4.8%
Gauteng	9,879,610	37.1%	33.7%	4.1%
South Africa	47,560,742	100%	100%	3.4%

Source: Global Insight Southern Africa – Regional eXplorer

Since information used to derive economic activity estimates are in most cases reported by company head offices, combined with the fact that many manufacturing operations have head offices in Johannesburg and other Metropolitan municipalities – while the production plants are located in Ekurhuleni – the economic performance-estimates must be interpreted in such context. This may imply that some of the estimates obtained for Ekurhuleni may be on the conservative side.

3. VISION, MISSION, VALUES AND STRATEGIC PRIORITIES

Strategic work undertaken by Ekurhuleni since 2000 to guide the Integrated Development Planning Process included the development of a long-term vision, mission and organisational values. To be able to change the situation reflected in the status quo, the strategic focus of the Ekurhuleni GDS 2025 is to build on the long-term vision of the Ekurhuleni Metropolitan Municipality.

3.1 Vision

The Smart, Creative and Developmental City

3.2 Mission

It is based on the above vision that a mission statement was developed as a way of forging ahead towards achievement. The mission statement is:

Ekurhuleni provides sustainable and people-centred development services that are affordable, appropriate and of high quality. We are focused on social, environmental and economic regeneration of our city and communities, as guided by the principles of Batho Pele and through the commitment of a motivated and dedicated team.

3.3 Values

In pursuing the above-mentioned vision and mission, the EMM is committed to upholding the following core values:

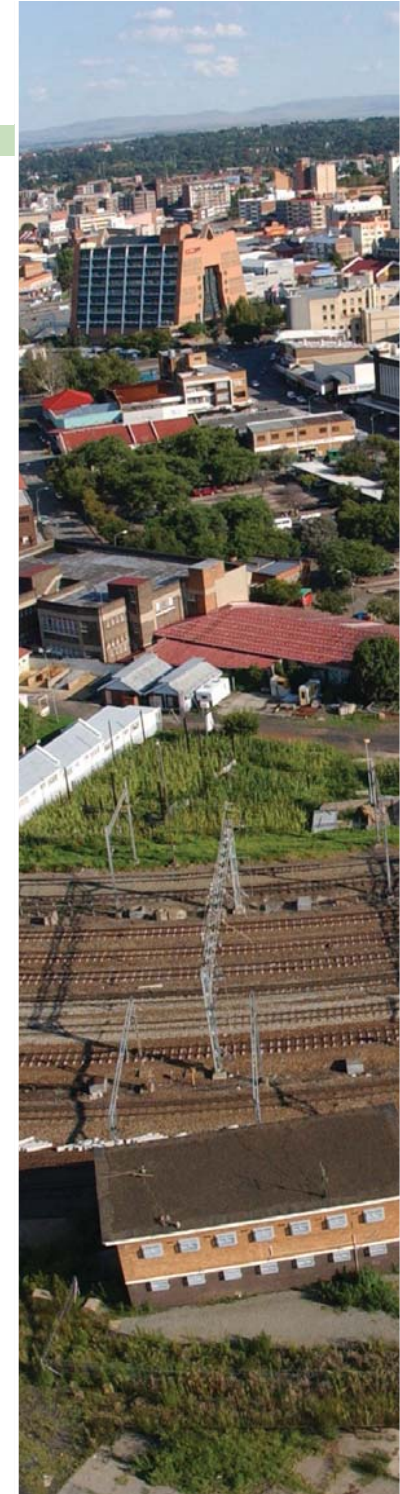
- Performance excellence;
- Integrity;
- Community centredness;
- Transparency; and
- Co-operative governance.

3.4 Strategic Priorities

The following seven strategic development priorities were identified by EMM which forms the foundation of the work EMM is doing to work towards achieving its vision:

- Promoting good governance;

- Fighting poverty and underdevelopment;
- Urban renewal;
- Job creation;
- Safety and security;
- Partnership against HIV and Aids; and
- Enhancing public participation.



4. EKURHULENI GROWTH AND DEVELOPMENT STRATEGY (EGDS) 2025

To be able to achieve the vision of becoming *The Smart, Creative and Developmental City*, and direct the attention to the status quo, a strategic development agenda was put in place that guide the EMM planning and budgeting processes. It has been set along three development areas, of which one relates to municipal transformation and institutional development, to ensure the institutional capacity and administrative support to the organisation to deliver on its mandate. The agenda set along the four different development areas in the EGDS 2025 is as follows:

STRATEGIC FOCUS AREA, AGENDA, OUTCOMES AND MILESTONES

4.1 INFRASTRUCTURE AND SERVICES

Strategic Focus Area	2025 Agenda	Outcomes and Milestones
Clear City Identity	A well-developed and vibrant core economic area which imparts a unique character and identity to Ekurhuleni.	<p>An identified core economic area</p> <p>Area identified in 2004 to be prioritised pertaining to development</p> <ul style="list-style-type: none"> • Increased development and investment in the core economic triangle of Ekurhuleni: • Gautrain construction and related development adjacent to OR Tambo International Airport. • Successful development of the Albertina Sizulu / R21 corridor. • Successful development of the Government Precinct in Germiston. • Subsidy-linked housing development in the mining belt.
Spatial Development.	An integrated and equitable city.	<p>Improved accessibility and mobility throughout the Metropolitan area</p> <ul style="list-style-type: none"> • Strong east-west corridor along the N12 / N17 freeways and north south corridor along the R21 freeway. • Areas of urban density – infill development on vacant and underutilised land between the urban core and the peripheral townships. • A managed and respected urban edge.

Strategic Focus Area	2025 Agenda	Outcomes and Milestones
<p>Roads & Transport</p>	<p>High quality, integrated and well-maintained transportation infrastructure, integrated public transport systems, ensuring a high degree of mobility and choices to commuters.</p>	<p>Effective and integrated planning and implementation</p> <ul style="list-style-type: none"> • Integrated Transport Plan in place by 2007. • Transport Authority established by 2009. • Road Agency established by 2012. <p>High quality integrated and well-maintained infrastructure</p> <ul style="list-style-type: none"> • Roads building programme in place by 2006. • Current backlog of gravel roads to be eradicated in 2015. <p>Additional freeways built</p> <ul style="list-style-type: none"> • Upgrading R21 and R24 for additional capacity and lanes by 2010. • PWV 13/14 built by 2020. • PWV 15 built by 2025. <p>A strategic network of public transport corridors providing sub-regional linkages</p> <ul style="list-style-type: none"> • Improved usage of public transport services: • Taxi recapitalisation by 2010. • Nodal integration for public transport for Gautrain by 2010. • Bus services to cover all areas in Ekurhuleni by 2015. • Transport information centre established by 2020. • Start building additional rail linkages by 2020. • Nodal transfer facilities provided at all stations by 2025. <p>More use of non-motorised transport</p> <ul style="list-style-type: none"> • Pedestrian and bicycle-strategies in place by 2007.
<p>Service Infrastructure</p>	<p>High quality and well-maintained and equitable services throughout the urban areas.</p>	<p>Well-maintained services in all areas</p> <ul style="list-style-type: none"> • All maintenance backlogs to be eradicated by 2010. <p>All communities to have equitable access to services</p> <ul style="list-style-type: none"> • All people to have access to potable water by 2008. • All people to have access to basic sanitation by 2010. • All people to have access to electricity by 2012. <p>More sustainable disposal of solid waste</p> <ul style="list-style-type: none"> • Comprehensive waste minimisation strategy [including recycling] to be in place by 2007. <p>Improved storm water management</p> <ul style="list-style-type: none"> • Storm water master plan to be in place by 2007. • Storm water system backlogs to be eradicated by 2020.

Strategic Focus Area	2025 Agenda	Outcomes and Milestones
<p>Environmental Management</p>	<p>A substantial increase in the general quality of the environment.</p>	<p>A clearly defined and functional open space network</p> <ul style="list-style-type: none"> • Open space plan to be finalised by 2007. • 50% of open space system to be developed by 2015. • 100% of open spaces to be developed by 2025. <p>All development to be guided by an EMF</p> <ul style="list-style-type: none"> • EMFs for the entire Ekurhuleni area to be in place by 2006. <p>Measurable decline in land, water and air pollution</p> <ul style="list-style-type: none"> • Pollution monitoring systems to be in place by 2010. <p>Measurable increase in the utilisation of alternative energy sources</p> <ul style="list-style-type: none"> • Strategy to be in place by 2010. • Substantial environmental improvement in the mining belt: • Implementation of Hloekisa project to commence by 2006. • All mine dumps/slimes dams with economically viable mineral content to be removed by 2025. • All other mine dumps/slimes dams to be rehabilitated to acceptable standards by 2025. <p>Integrated and sustainable protection of natural resources</p> <ul style="list-style-type: none"> • Wetland conservation strategy and programme to be in place by 2007.
<p>Urban Renewal</p>	<p>Functional, sustainable, and attractive urban areas.</p>	<ul style="list-style-type: none"> • Normalisation of urban economic areas reflected through minimal vacancy rates, high investor confidence and high demand for expansion. Quality public environment guidance, promoting and sustaining private investment and development expansion in urban economic areas. Supportive institutional capacity, commitment and approach. <p><u>By 2010</u></p> <ul style="list-style-type: none"> • Basic prerogatives for implementation in place: • Service delivery, security, incentives, land use support, initial catalysts. • Administrative structure in place ensuring accountability and support. • PPP's in place. • Development agency in place. <p><u>By 2015</u></p> <ul style="list-style-type: none"> • Committed public investment framework and programme. • Committed large-scale private investments. • Measurable and sustainable growth in urban economic areas.
<p>ICT Infrastructure</p>	<p>Productive and resourceful application of ICT.</p>	<p>World-class ICT infrastructure in support of the Gauteng “Smart Province” vision and economic growth in Ekurhuleni</p> <ul style="list-style-type: none"> • Institutional structure to support/accommodate external ICT focus by 2006. • 100% Synergy and connectivity with our development partners, including government, by 2010.

Strategic Focus Area	2025 Agenda	Outcomes and Milestones
4.2 ECONOMIC TRANSFORMATION		
Economic Diversification	A diversified local economy able to meet local needs, support sustainable development and adapt to changes in accordance with global demands and shifts.	<p>Sustainable growth in a variety of local economic sectors</p> <p><u>By 2010</u></p> <ul style="list-style-type: none"> • A range of government incentives to be in place. • A measurable increase in “Smart Industries” [Aerospace, I.T., Logistics, Plastics, Agri-processing]. <p><u>By 2015</u></p> <p>A measurable increase of exports into Africa.</p>
Job Creation	Unemployment to be halved by 2014 and halved again by 2025 based on the unemployment figures of 2004.	<ul style="list-style-type: none"> • Reduce unemployment. • EMM job summit to be held in 2006. • 50% reduction in unemployment by 2015. • 75% reduction in unemployment by 2025.
Skills Development	A skilled community exhibiting capabilities in self-reliance, innovation and continued reskilling to meet the needs of a growing economy.	<p>Improved mechanisms and programmes to impart skills</p> <ul style="list-style-type: none"> • EMM Centre of Excellence to be established by 2006. • Mentoring programme for project management and technical skills to be implemented by 2007. • Institute of Technology to be established by 2010. Ongoing strengthening of ties with Educational Institutions. <p>Improved Skills</p> <ul style="list-style-type: none"> • Measurable increase in the percentage of the population which is technically and scientifically skilled by 2015. • Adult illiteracy eradicated by 2020.
Tourism Promotion	To promote the economy of the region, create jobs and a safe and secure environment, by establishing a tourism destination of choice.	<p>Development of tourism facilities</p> <p><u>By 2010</u></p> <ul style="list-style-type: none"> • Making the most of opportunities created by the Soccer World Cup. • African Shopping Hub, Craft Market and Wine Emporium developed. • Business tourism facilities around the OR Tambo Airport. <p>Increased tourism</p> <ul style="list-style-type: none"> • Ekurhuleni to be the preferred sporting/cultural/heritage destination by 2015. • Business tourism to increase by 50% by 2020.
Investment Promotion	Increased inward investment in skills and technology, property and sustainable development.	<p>Increased levels of public and private investment in all areas</p> <p><u>By 2010</u></p> <ul style="list-style-type: none"> • A range of government investment incentives to be in place. • Measurable increase in effective service delivery and information dissemination through “Customer Care Centre” implementation. • CIDs in place. <p><u>From 2015 onwards</u></p> <ul style="list-style-type: none"> • Measurable increase in investment in strategic priority areas such as the mining belt.
Economic Transformation	An inclusive, wealth-generating economy.	<p>Greater participation in the formal economy by all sectors of society</p> <ul style="list-style-type: none"> • Strategy leverage EMM assets to ensure BBBEE to be in place by 2007. • Enabling procurement policy to be fully implemented by 2008.

Strategic Focus Area	2025 Agenda	Outcomes and Milestones
4.3 SOCIAL TRANSFORMATION		
Poverty and Unemployment	In line with the national objective, the aim is to halve poverty in the next 10 years up to 2019, and to halve it again in the following 10 years, up to 2029.	<p>Improvement in skills levels</p> <ul style="list-style-type: none"> All milestones as set out under the “Focus Area: Skills Development” are relevant. <p>Reduction in unemployment</p> <ul style="list-style-type: none"> All milestones as set out under “Focus Area: Job Creation” are relevant. <p>Poverty relief and other social programmes</p> <ul style="list-style-type: none"> Integration to be achieved between all initiatives/programmes and institutions driving such initiatives/programmes, by 2010.
Human Settlements.	All people in Ekurhuleni to be housed in integrated and functional sustainable human settlements.	<ul style="list-style-type: none"> Upgrading/formalisation of all informal settlements, including the eradication of the basic services backlog, to be achieved by 2012. Housing backlog [including the formalisation of backyard shacks] to be eradicated by 2015. Social amenities backlog to be eradicated by 2020.
Healthcare and Facilities	Equitable healthcare and facilities across all sectors of society; substantially reduced rates of poverty-related disease.	<ul style="list-style-type: none"> Functional partnership achieved and maintained with all social institutions in EMM by 2010. Measurable increase in community-based HIV/Aids programmes by 2010. Acceptable access to Primary Healthcare and social development services by all communities [including rural communities] by 2015. 50% reduction in maternal and child-under-five mortality rates by 2015. Environmental pollution levels to be in line with internationally-accepted standards by 2015. Extending operating hours to 24 hours in all health centres and large clinics by 2025.
Safety and Security	A high level of safety and security – drastically reduced crime rate.	<p>By 2010</p> <ul style="list-style-type: none"> Pro-active management of disasters in accordance with an integrated and comprehensive Disaster Management Plan. Elimination of civil disobedience by means of various community-based programmes and drives. <p>By 2015</p> <ul style="list-style-type: none"> 50% Reduction in serious and violent crimes. 50% Reduction in fatalities and injuries due to occupational, domestic and road accidents.
Sports and Recreational Facilities	Ekurhuleni to have worldclass parks, sports and recreational facilities.	<p>By 2010</p> <ul style="list-style-type: none"> Upgrading of 4 stadiums in Ekurhuleni to worldclass level. <p>By 2015</p> <ul style="list-style-type: none"> Reclamation of our African identity through arts, culture and heritage. <p>By 2025</p> <ul style="list-style-type: none"> Equitable provision of facilities to all communities in Ekurhuleni. 100% of the Metro-wide open space system to be developed and maintained.

4.4 Municipal Transformation and Institutional Development

The EMM will adhere to the following principles:

- Sound political and management leadership is required to steer the EMM towards fulfilling its vision, mission and the desired GDS outcomes;
- Better service delivery through the principles of Batho Pele will underpin all activities of the EMM;
- Commitment to corporate discipline, EMM's senior management to adhere to behaviour universally recognised and accepted as correct and proper;
- Transparency in the EMM's actions, economic fundamentals and non-financial aspects pertinent to the organisation, to reflect to stakeholders the true picture of what is happening within the organisation;
- Independent mechanisms in place to minimise or avoid potential conflicts of interest that may exist;
- Individuals or groups in the EMM, who make decisions and take action on specific issues, need to be held accountable. Effective mechanisms must exist to ensure accountability;
- Management, to uphold code of ethics, failing which corrective action will be taken and mismanagement penalised; and
- The systems that exist within the EMM must be fair and take into account all those that have an interest in Ekurhuleni and its future. The rights of various groups acknowledged, respected and balanced against each other.

The above agenda is to be achieved by 2025 and all medium term planning must impact on the EMM. Specific outcomes and milestones are set for each of the 18 different focus areas. Through the IDP, these outcomes and milestones are broken down into measurable performance targets and performance indicators and are reflected in the different operational strategies of all the various departments.

4.5 Addendum to the Ekurhuleni GDS 2025 following the Growth and Development Summit 2006

The following resolutions taken during the EMM Growth and Development Summit on September 1 and 2 2006 have been translated into an addendum to the EGDS 2025.

4.5.1 Functional Sustainable Human Settlements

- Implement energy-efficient housing solutions;
- EMM will pro-actively acquire / allocate land for sustainable human settlements;
- Private sector and SMME involvement will be actively promoted and LED initiatives will be incorporated into the housing programme;
- Promote community involvement in local environmental rehabilitation and management;
- Promote community involvement in crime prevention;
- Integrate HIV and Aids strategy into the housing programme;
- Promote the conversion and/or rehabilitation of existing developments, especially in the innercity areas, for housing (Brownfields development);

- Promote housing development close to the core areas of Ekurhuleni;
- Promote and support aesthetically innovative housing developments;
- Promote integrated and holistic approaches to the creation of settlements and eliminate red tape;
- Eradicate water and sanitation backlog by 2014; and
- EMM, in conjunction with provincial and national governments, will attempt to raise bridging finance to complement its own funding for achieving targets.

4.5.2 SANRAL Gauteng Freeway Improvement Scheme

- Upgrade N12 between Gillooly's and Daveyton;
- Upgrade N17 between Springs and Ermelo;
- Upgrade N3 between Alberton and the Buccleuch interchange – planning to commence in 2008/9;
- Construct PWV14 between OR Tambo International Airport and M2 in Germiston – project to be completed by 2012 /13;
- Roll-out an Intelligent Transport System (ITS) to N12 and N17; and
- Develop an overload control centre in line with provincial strategy.

4.5.3 Provincial Perspective

- Improve access to townships (Gauteng 20 Priority Townships Programme);
- Address the road requirements around OR Tambo International Airport in light of the new ACSA Masterplan; and

- Establish a Joint Transport Management Agency with Joburg and Tshwane Metros and province.

4.5.4 Municipal Roads and Stormwater Networks

- 20 Priority Townships Programme will be completed by March 2009;
- Current backlog of tertiary roads to be eradicated by 2012;
- Current stormwater backlog to be eradicated by 2014; and
- EMM will lobby for the upgrading of the R21 and R24 before 2010.

4.5.5 Gautrain

- O R Tambo International Airport / Sandton link will be completed by June 2010; and
- The feeder and distribution system will be rolled out in time for 2010.

4.5.6 SARCC / Metrorail / Province

- Upgrade Rhodesfield station to integrate with Gautrain;
- Upgrade the following rail corridors within EMM:
- Olifantsfontein / Germiston /Johannesburg – priority
- Daveyton / Germiston – priority
- Kwesine / Germiston – next phase;
- Upgrade rolling stock – explore local manufacturing options;
- Re-introduce the railway police to combat crime on trains;
- EMM will lobby for extensions to the current commuter rail network to include:

- The southern parts of Katlehong and Palm Ridge;
- Etwatwa; and
- Kwatsaduza.
- Achieve modal integration at all stations by 2010.

and the old fleet must be replaced.

4.5.9 Soccer World Cup 2010

- Build non-motorised transport facilities in Tembisa and Vosloorus; and
- Build model transfer at major stations.

4.5.10 Freight

- Support the development of a new cargo terminal at ORTambo International Airport;
- Support the development of an IDZ linked to the airport; and
- Support the development of a link between City Deep and the Rand Airport.

A process is underway to do an assessment on progress made on reaching the Outcomes and Milestones set in the GDS 2025. All Departmental plans and delivery information will be evaluated as part of the review process and reported to Council and stakeholders. Numerous targets have been achieved but there are concerns on some and corrective measures will be put in place.

The GDS 2025 and its Addendum are contained on the CD provided.

4.5.7 Taxi Re-capitalisation and Taxis

- Taxi ranks will be upgraded as follows:
 - 35 seater taxis will be catered for;
 - People with disabilities will be provided for; and
 - Security will be provided for.
- Shelters will be constructed at bus stops and taxi lay-byes;
- Skills development initiatives within the taxi industry will be supported; and
- Community safety aspects related to the taxi industry will be addressed.

4.5.8 Municipal Bus Services

- The municipal bus services will be extended – the current bus plan must be implemented

5. INSTITUTIONAL STRUCTURE

The Ekurhuleni Metropolitan Municipality (EMM) has implemented a Mayoral Executive and Ward Participatory System of local governance which ensures that governance is taken right down to community level and that all citizens within the Metropolis are represented in decision-making. This increases residents’ sense of belonging, accountability and empowerment and actively involves them in all issues dealt with by the Metropolitan municipality.

The municipality comprises 175 councillors, of both elected (88 ward representatives) and proportional (87 Councillors) representation. Each of the 88 ward councillors chairs a ward committee as part of the Ward Participatory System that brings participation down to community level.

Ward councillors play a central role in the communication process between the communities they represent and the Council, reporting back regularly through ward meetings and assisting the community in identifying needs and priority areas of development which feed into the municipality’s planning processes.

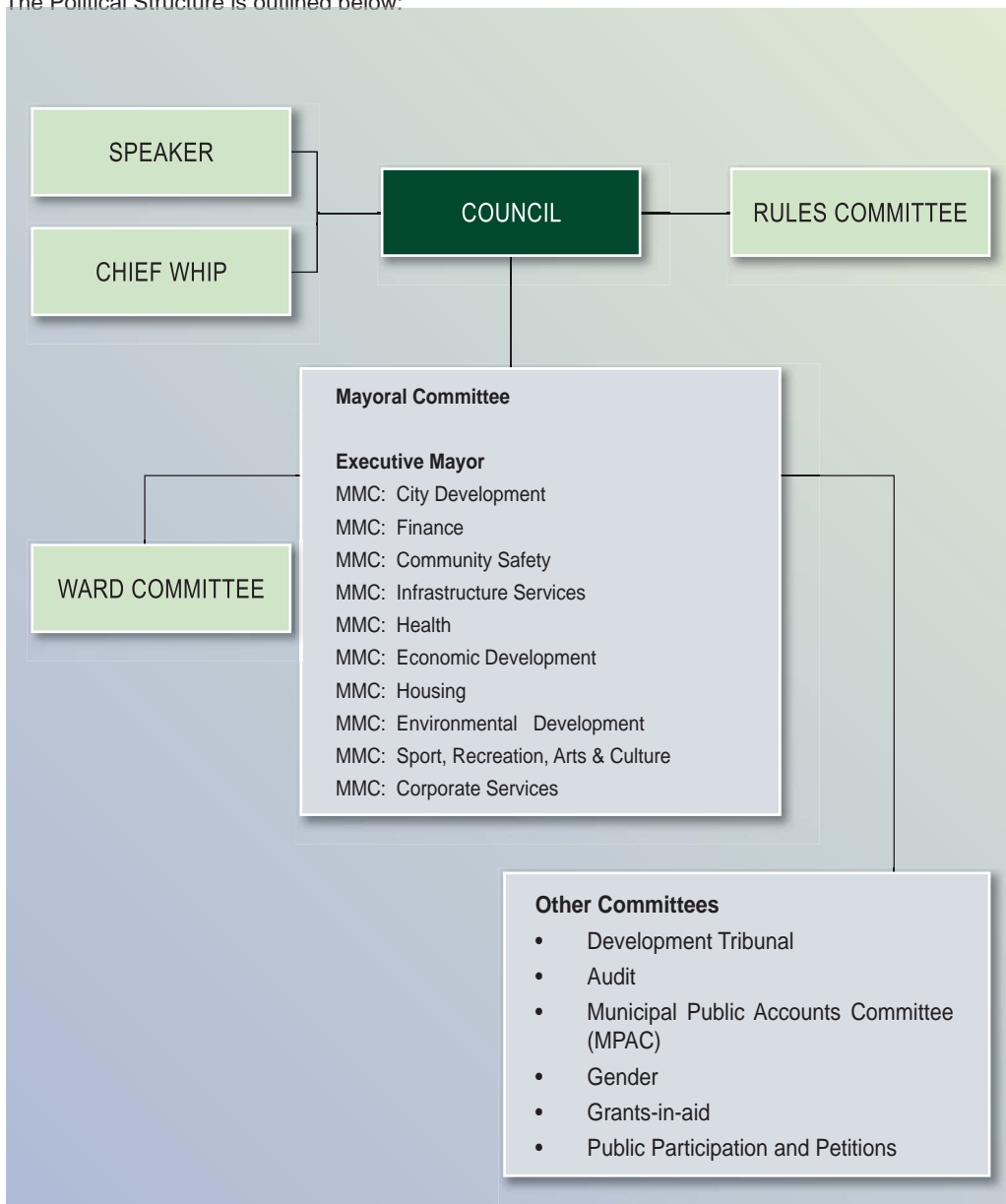
The Executive Mayor heads up a team of 13 full-time councillors comprising herself, a Mayoral Committee of 10, a Speaker and a Chief Whip of Council.

Political oversight of the administration is ensured via Section 80 committees in control of the different portfolios in Council, which comprise:

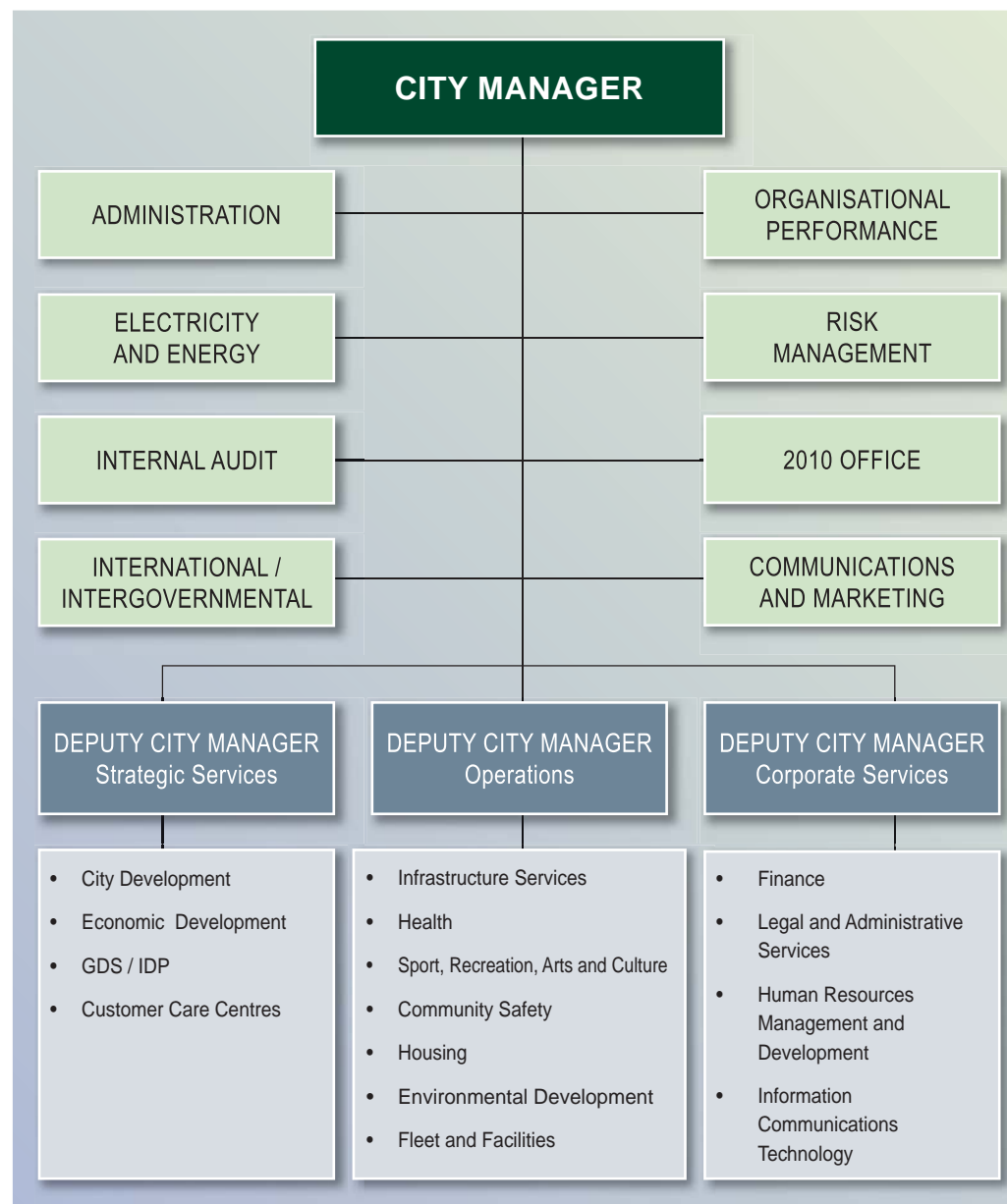
- City Development;
- Community Safety;
- Infrastructure Services;
- Health;
- Economic Development;
- Finance;
- Corporate Services;
- Sport, Recreation, Arts & Culture;
- Environmental Development; and
- Housing.

Councillors also serve on the Development Tribunal where political oversight is ensured over the physical development of the Metropolitan area.

The Political Structure is outlined below:



The political structure is supported by the following organisational structure:



6. THE EMM SERVICE DELIVERY MODEL

6.1 Introduction

On December 6 2000 Ekurhuleni Metropolitan Municipality (EMM) was established as a category A Municipality with a Mayoral Executive System combined with a Ward Participatory System. Such an establishment places a duty and responsibility on the municipality to focus on the needs of communities in all its proceedings and conduct, and to make administrative arrangements to enable ward committees to perform their functions (Section 73(4), Municipal Structures Act). Chapter 4, Section 16, of the Municipal Systems Act of 2000 (MSA) instructs municipalities to develop a culture of community participation in conducting its affairs.

Further, Section 73 of the MSA gives an injunction to municipalities to give priority to basic needs of the local community and to ensure that they have access to at least the minimum level of basic municipal services. Such services have to be equitable and accessible. Section 152 of the Constitution of South Africa deals with the objectives of local government. Among others, this section states that the municipality must provide services to communities in a sustainable manner and encourage communities and community organisations in the matters of local governance.

The Mission of EMM states: *“Ekurhuleni provides sustainable and people-centred development services that are affordable, appropriate and of high quality. We are focused on social, environmental and economic regeneration of our city and communities, as guided by the principles of Batho Pele and through the commitment of a motivated and dedicated team.”* These principles are:

Consultation with service users;

- Service standards;
- Access;
- Courtesy;
- Information;
- Openness and transparency;
- Redress; and
- Value for money.

It is in line with the legislative framework above as well as the mission of EMM – to improve service delivery to its communities, 20 Customer Care Centres were established, giving rise to a new service delivery model.

6.2 Service Delivery Model

6.2.1 Customer Care Centres (CCCs)

A CCC is a facility that provides integrated access to services and information to communities and ensures that the principles of Batho Pele are adhered to.

A total of 20 CCCs have been approved and are currently being rolled out through Greenfield (New) and Brownfield (Upgrading) projects.

Among others, the following services will be provided at a CCC:

- Payment and account-related services;
- The logging and following up of all complaints;
- Provision of information related to all services of the Metro;
- The liaison with and referrals to line departments as and when required;
- The renewal of vehicle licences, where applicable;
- The booking of facilities and services;
- The provision of a Multi Purpose Community Centre (MPCC) front desk;
- The provision of a “One-stop Metro-wide” customer care service to all customers of a CCC;
- Switchboard and call centre-related services;
- Facilitation of community participation and outreach; and
- Liaison with councillors and communities on the implementation of council programmes.

There are currently MPCCs at the following CCCs:

- Tembisa;
- Vosloorus;

- Thokoza;
- Daveyton;
- Tsakane;
- Kwa-Thema; and
- Duduza.

6.2.2 Roles and Responsibilities of CCC Managers

The CCC manager has, among others, the following responsibilities:

- Managing all aspects of the CCC, including discipline and maintenance, as well as ensuring compliance with the principles of Batho Pele;
- Process management of the short-and-medium term needs and priorities of ward committees and communities;
- Identifying shortcomings in service delivery and project execution as well as timely referrals to line departments;
- Identify shortcomings in the standards of service delivery, monitoring maintenance within wards and timely referrals to line departments;
- Keeping ward councillors, ward committees and other stakeholders informed about all projects and programmes that are planned and/or executed, as and when appropriate;
- Process management of IDP-related matters within wards (in conjunction with ward councillors), ensuring proper community consultation and feedback; and
- Liaising with external stakeholders and providing feedback to ward councillors and/or the relevant line departments, where applicable.

The CCC business plan is contained on the CD provided.

7. REVIEW OF THE INTEGRATED DEVELOPMENT PLAN

7.1 Guiding Principles

The review of the Integrated Development Plan (IDP) in terms of the Municipal Systems Act was guided and informed by the following principles:

- It must support and work towards achieving the Vision, Mission, Values and the Seven Strategic Priorities of the EMM;
- Working towards the achievement of the EMM GDS 2025 Outcomes and Milestones (Strategic Objectives);
- Focus on service delivery in terms of the eradication of backlogs and the maintenance of infrastructure;
- Address community priorities (needs) as identified in the 2008-2012 IDP as well as newly identified priorities; and
- Provincial plans and programmes applicable to the specific department with additional focus on the 20 Priority Townships Programme (PTP). Budget allocations by the respective provincial sector departments to these projects should also be reflected as far as possible.

The review of the IDP focused on formulating measurable performance indicators targets for 5, 3 and 1 year. These targets informed the multiyear budgets being prepared as well as the SDBIP.

All departmental plans must inform departmental budgets and SDBIP. Departmental plans are contained as **Annexure “C” on the CD provided.**

Departments were requested to ensure that the numbers of the various wards in which projects identified in the budget will be implemented, are correct, as this has been an ongoing problem over the past few years.

There are also different categories of wards in terms of the level of development. The categorising of wards is as follows:

- Underdeveloped Wards;
- Developed, Residential;
- Developed, Industrial/Commercial/CBD;
- Mixed Wards; and
- Multi-Wards.

Mixed wards consist of a combination of underdeveloped areas, residential, commercial or CBD areas.

The key deadlines in the process plan for the Review of the IDP and preparation of the multi-year Budget is reflected below:

2009/10 IDP AND BUDGET COMPILATION PROCESS PLAN – KEY DATES

No	Action	Due Date
1.	Public Participation Process	Ongoing
2.	CMC Discussion regarding 2009/2010 IDP and Budget Process, particularly growth parameters (to finalise recommendations to Finance Portfolio)	September 2008
3.	Finance Portfolio workshop to discuss 2009/2010 IDP and Budget Process (to consider recommendations of CMC)	September 2008
4.	Issue Budget Instructions to departments (based on 2 and 3 above)	September 2008
5.	Compilation of Draft IDP and Capital and Operating Budgets by Departments – All inputs to be provided to Budget Office / IDP Office	September and October 2008
6.	Public Participation	Ongoing through CBP process
7.	CMC to scrutinise Operating Budget (to finalise recommendations to Finance Portfolio)	24 November 2008
8.	CMC to scrutinise Capital Budget (to finalise recommendations to Finance Portfolio)	24 November 2008
9.	Finance Portfolio to scrutinise Operating Budget (to consider recommendations of CMC)	2 December 2008
10.	Finance Portfolio to scrutinise Capital Budget (to consider recommendations of CMC)	2 December 2008
11.	CMC to finalise Budget submission	21 January 2009
12.	Finance Portfolio to scrutinise Final Budget submission (balanced budget)	28 January 2009
13.	Municipal Entities to present Draft Budgets to CMC (to finalise recommendations to Finance Portfolio)	Mid February 2009
14.	Municipal Entities to present Draft Budgets to Finance Portfolio (to consider recommendations of CMC)	End February 2009 (Special Portfolio meeting)
15.	Tariff Task Team to present Draft Tariffs to CMC (to finalise recommendations to Finance Portfolio)	21 January 2009
16.	Tariff Task Team to present Draft Tariffs to Finance Portfolio (to consider recommendations of CMC)	28 January 2009

17.	CMC to consider Draft Budget to be tabled to Council (to finalise recommendations to Finance Portfolio – including final tariffs based on valuation roll modelling and final bulk increases from bulk service providers)	Mid February 2009
18.	Finance Portfolio to consider Draft Budget to be tabled to Council (based on recommendations of CMC– including final tariffs based on valuation roll modelling and final bulk increases from bulk service providers)	End February 2009
19.	Budget Workshop with all Councillors	Early March 2009
20.	Portfolio Committees to consider Draft IDP and Budget	Mid March 2009
21.	Mayoral Committee to consider Draft IDP and Budget	End March 2009
22.	Draft IDP and Budget tabled to Council	End March 2009
23.	Submit Draft IDP to MEC for comments	End March 2009
24.	Publish Draft IDP for comments	End March 2009
25.	Public Participation on Draft IDP and Budget	4 - 13 May 2009
26.	IDP and Budget Conference with all Councillors	7 May 2009
27.	Amendments to Tabled IDP / Budget to be considered by Finance Portfolio (Final IDP / Budget to be submitted to Council)	13 May 2009
28.	Final IDP / Budget and Tariffs considered by Portfolio committees	7 - 20 May 2009
29.	Final IDP, Budget and Tariffs to be considered by Mayoral Committee	21 May 2009
30.	Final Tariffs approval by Council	28 May 2009
31.	Final IDP / Budget approval by Council	28 May 2009
32.	Information on website	June 2009
33.	Submit reviewed IDP to MEC	June 2009
34.	Submit Budget, IDP, SDBIP, performance agreements to National and Provincial Treasury	June 2009

Note 1: The IDP/Budget also refers to all other IDP and Budget-related policies to be reviewed and/or approved

Note 2: SDBIP and Performance Contracts to be included in Budget-approval process.

7.2 Public Consultation and Planning

EMM is striving to deepen the democratic process of governance in Ekurhuleni. Community Based Planning (CBP) is one of the initiatives identified to achieve this objective. CBP is a planning and implementation process that provides a platform for the communities to engage in interactive participation in planning and decision making for implementation in their wards.

The municipal planning system, as elaborated in the Municipal Systems Act, 2000, has been formulated to play a critical role in determining how resources are allocated, especially the municipality's budgets. Our experience over the past few years has clearly demonstrated that unless the community, especially the poor, can influence these budgets, the ability to promote sustainability, a key priority of our IDP, will be limited, as will be the impact of our local democracy.

Our previous processes on community participation have focused on quarterly workshops or consultations with wards. This form of consultation resulted in only problems being listed by the community without their involvement in the analysis of the local context. It did not provide a platform for the communities' direct involvement in planning their future or their involvement in the implementation of their development. CBP has been embarked upon by the municipality as it seeks to address these challenges and provide an opportunity for the community, the ward councillor and elected ward committee, to be actively involved in the analysis of their situation, planning future development and the implementation process in the wards.

The Customer Care Centre concept is a significant strategy adopted by EMM to decentralise and localise people's access to the municipality. CBP is coupled to this approach to service delivery, and provides access to, and an opportunity for greater involvement of the communities in the governance process of the municipality in planning the future of the areas they live in. This is not only beneficial to the community, but also to the municipality.

The Customer Care Centre Managers in the wards provide a crucial service delivery link between the municipality and the communities. When this role and opportunity created by the CBP provides Customer Care Centre Managers with a strategic opportunity to better understand the situation in the ward as well as the aspirations of the community.

The CBP process entails the following in EMM:

CBP is structured around the training of councillors, officials (including CDWs) and community members in terms of ward planning. Training consists of a 2-day session for ward councillors and a 5-day training session for officials and community members, after which training teams and ward councillors go out into wards to engage the community in the planning process. The team then consolidate all the information in a ward plan. The information is incorporated in the IDP process as well as projects for which the community is responsible. During this process, various groups in the community participate and give input on the different identified matters. Priorities and projects as identified through the 2008-2012 IDP process are implemented as part of departmental plans, forming the basis for the start of the process. This allows greater participation in the process as well

as focused discussions and voting on priorities in the ward. Information on progress made in addressing the ward priorities identified in the 2008-2012 IDP, is attached as **Annexure “A” on the CD provided.**

The following table shows the planning dates in the various wards:

WARD NUMBERS	PLANNING	LAUNCH	PLANNING WEEK
84, 86			9-13 June 2008
87			16-20 June 2008
88	10 July 2008	10 July 2008	14 August 2008
77, 78, 79, 80, 83, 85	14 July 2008	21 July 2008	28 July – 1 August 2008
1, 2, 3, 4, 7, 68, 69, 70, 71	28 July 2008	04 August 2008	11 - 15 August 2008
24	11 August 2008	18 August 2008	February 2009
82			1-5 September 2008
82, 28, 29, 30, 81	11 August 2008	18 August 2008	25 – 29 August 2008
40, 48, 49, 50, 51, 55	11 August 2008	18 August 2008	18 – 22 August 2008
21, 35, 36, 41, 53, 49	25 August 2008	01 September 2008	8 – 12 September 2008
72, 75, 76, 73, 74, 11, 6	25 August 2008	15 September 2008	22 – 26 September 2008
5, 8, 9, 10, 14	01 September 2008	08 September 2008	15 – 19 September 2008
74, 72			29 September –2 October 2008
37, 38	10 September 2008	10 September 2008	February 2009
39	17 September 2008	17 September 2008	Not done yet
12, 18, 19, 20, 59	22 September 2008	29 September 2008	6 – 10 October 2008
52, 54, 56, 57, 58, 44, 47	29 September 2008	06 October 2008	13 – 17 October 2008
62, 63, 33, 34, 42, 66	06 October 2008	12 October 2008	20 – 24 October 2008
53	07 October 2008	17 February 2009	February 2009
67, 43, 46, 64, 45, 67			10-14 November 2008
67, 13, 15, 16, 17, 23, 25, 31, 65	20 October 2008	03 November 2008	17 – 21 November 2008
60, 61			24-28 November 2008
26			27-31 November 2008
32	17 February 2009	25 February 2009	02 March 2009
22	19 February 2009	19 February 2009	March 2009
27			16-20 March 2009

The process has been very intense and ward plans that have not been concluded will be concluded before the final reviewed IDP is tabled to council for adoption. Final ward plans are being produced and will be submitted to councillors for signing and will be included in the final IDP to be tabled to council at the end of May 2009. A summary of the prioritised outcomes of those wards concluded is attached as **Annexure “B” on the CD provided.**

This process determines inter alia the following priorities as being of high importance to our communities:

- Improved sustainable income – Economic development and job creation;
- Improved health facilities and programmes on HIV and Aids;
- Improved education – skills development;
- Improved safety and security;
- Improved living conditions – Infrastructure development and housing provision; and
- Improved maintenance – upgrading of infrastructure.

These community identified priorities indicate that the seven strategic priorities on which the EMM focuses reflect what the communities regard as a priority. The seven strategic priorities of the EMM are as follows:

- Promoting good governance;
- Fighting poverty and underdevelopment;
- Urban renewal;
- Job creation;
- Safety and security;
- Partnership against HIV and Aids; and
- Enhancing public participation.

8. EKURHULENI SPATIAL DEVELOPMENT FRAMEWORK (In the process of review)

The Metropolitan Spatial Development Framework that was reviewed, completed and adopted as part of the Integrated Development Framework (IDP) in June 2005 is still relevant to take the Ekurhuleni Metropolitan Municipality forward. The Metropolitan Spatial Development Framework (MSDF) is a plan outlining the desired spatial development of the metropolitan area as contemplated in Section 25(e) of the Municipal Systems Act (Act 32 of 2000). It highlights priority investment and development areas and will serve as a guide to decision-makers and investors. What should be emphasised regarding the SDF is that it is an integral component of the IDP and translates this plan into its spatial implications and guidelines for development. It is therefore not a tool to be used in isolation, but should support decision-making within the context of the IDP.

The MSDF should furthermore not be interpreted as a blueprint or master plan aimed at controlling physical development, but rather as a framework giving strategic guidance with respect to the location and nature of anticipated future development in the municipality. Desired patterns of land use are indicated, although there is still room for interpretation and further refinement.

The SDF is development orientated, to allow for growth and changing circumstances, and to promote investor confidence in the area. But most importantly, the SDF endeavours to attain the **Millennium Development Goals (MDGs)** through public investment in public goods and facilities where there is underdevelopment or where development is nonexistent, as in health and sanitation; the halving of poverty and joblessness by 2014; as well as eradicating homelessness by 2014.

It should be noted that in the short-term, the Ekurhuleni Metro will be faced with socio-economic challenges brought to bear by the global economic crisis, which has tended to become recessionary. This has implications for development, especially of a sustainable nature.

The SDF represents the first of three levels of plans to be established in the Ekurhuleni Metro. The three levels of plans are:

Metropolitan Spatial Development Framework – addressing metropolitan issues and providing broad, overall development guidelines;

Regional Spatial Development Frameworks – these will be formulated for the three Service Delivery Regions (SDRs) namely North, East and South. These frameworks will refine the Metropolitan SDF proposals and will provide more detailed development guidelines;

Local Spatial Development Frameworks – these will be formulated for designated areas within each Service Delivery Region. These plans will provide detailed development guidelines to address specific issues, in line with the SDR Frameworks.

8.1 FACTUAL OVERVIEW

The Ekurhuleni Metropolitan Municipality is one of six local authorities and one of three Metropolises in Gauteng. "Ekurhuleni's key demographic and socio-economic characteristics are summarised in the following table and put in context to the Gauteng provincial and South African national picture. National boundaries have changed over the past decade, thus figures in the demographic context differs from the 2002 report. The region covers about 2000 square kilometres, which translates into 11,63% of Gauteng and 0,16% of the the national areas, respectively. The area is extremely densely populated when compared with both Gauteng and the national population density. Ekurhuleni houses about 5,7% of the country's population and 27,32% of Gauteng's total population. Income levels in Ekurhuleni are above the national average, but below that of Gauteng province's average. Unemployment rates are similar to the national average, but higher than that of the Gauteng province on average; while the percentage of people in poverty is lower than the national average, but similar to Gauteng's average." (Report on the City of Ekurhuleni's Economic Profile and International Trade Profile, 2008: Page 5 - Global Insight).

	Ekurhuleni	Gauteng	South Africa
Region Area (sq km)	1,928	16,579	1,221,246
Population	2,699,394	9,879,610	47,560,742
Population density (no. of people per sq km)	1400	596	39
Economically active population (as % of total pop.)	57.3%	57.0%	40.5%
No of households	868,976	3,155,402	12,883,990
Average household income (Rand, current prices)	107,349	142,905	94,090
Annual per capita income (Rand, current prices)	34,557	45,642	25,489
Gini coefficient	0.59	0.58	0.64
Formal sector employment (estimates)	696,204	3,670,360	9,896,088
Informal sector employment (estimates)	98,234	477,803	2,110,379
Unemployment rate	34.3%	30.0%	37.7%
Percentage of persons in poverty	24.2%	22.9%	44.4%

Poverty gap (R million)	1,172	3,903	37,897
Human development index (HDI)	0.68	0.71	0.62
Index of Buying power (IBP)	0.08	0.35	1.00
Share of Economic output (GVA % of SA 2006)	6.6%	33.7%	100.0%
Economic growth 1996 – 2006 (GVA % growth pa) (Constant 2000 prices)	2.7%	4.1%	3.4%

Source: Report on the City of Ekurhuleni's Economic Profile and International Trade Profile, 2008 - Global Insight).

The strategic importance of the Ekurhuleni area is furthermore emphasised by the four Blue IQ projects that fall within the Ekurhuleni Metro area, namely:

- The Gautrain Rapid Rail with stations at with OR Tambo International Airport and Rhodesfield in Kempton Park;
- The OR Tambo International Airport;
- The Industrial Development Zone east of the airport; and
- The Alrode/Wadeville Corridor, situated in the southern part of the Ekurhuleni Metro.

One of the most important features of the Ekurhuleni Metro is its strategic location in the Gauteng national and even sub-continental context. It represents the point of convergence of Southern Africa's entire railway infrastructure, since all the main line systems converge at Germiston Station.

Ekurhuleni Metro is furthermore served by a radial freeway network which links Ekurhuleni to virtually all major destinations in South Africa – the R21 to the City of Tshwane, Limpopo Province and Zimbabwe, the N12 and N17 to Mphumalanga Province, Mozambique and Swaziland, the N3 to KwaZulu-Natal and Lesotho and the R26 to the Free State and Western Cape Province (Cape Town).

OR Tambo International Airport, which is the point of entrance for nearly all foreign visitors to Southern Africa is also situated in Ekurhuleni and is a prominent feature in terms of secondary economic activities (manufacture, warehousing etc.), it draws to the area.

8.2 SPATIAL DEVELOPMENT FRAMEWORK PROPOSALS

The section below provides a synopsis of the proposals put forward by the SDF and relates to the legend of the SDF. It is, however, important to refer to the detailed SDF document for the concept and

principles behind the SDF as well as more detail regarding the proposals.

The proposals include:

8.2.1 Implementation of an Urban Development Boundary (UDB):

It is important that an UDB should not be seen as a rigid regulatory mechanism that will stifle development initiatives. It is rather a policy statement aimed at redirecting patterns of growth and forcing all parties involved in development to reconsider all options available – including opportunities within the urban boundary, put in place for the next few years, but as circumstances demand can/will be amended. EMM is currently initiating an amendment process for the Ekurhuleni Urban Edge. Said amendments will be submitted to the Gauteng provincial government in due course.

The following guidelines for development will apply:

Land used within the UDB: Land used within the UDB which is consistent with the relevant local precinct plan, the spatial development framework, land use management plan and/or town planning scheme will be permitted subject to the normal procedures and legislation e.g. environmental considerations, transportation requirements etc. Note that the UDB does not imply that the entire area can/should be allowed to develop and that development rights are therefore guaranteed. Factors such as timing, availability of services, the environment etc. must and should be applicable when considering an application within the boundary.

Land used outside the UDB: Land uses that are rural in nature would be more desirable, and



should therefore be promoted outside the UDB, rather than inside the boundary. Where applicable, these will also have to be in line with provincial policies e.g. GDACE policy on subdivision of land etc. Land use complying with the following criteria should be allowed in the rural areas outside the UDB:

- a) Extensive agriculture;
- b) Conservation area/ nature reserves;
- c) Tourism and related activities e.g. curio markets;
- d) Recreational facilities e.g. hiking trails/hotels/game lodges;
- e) Farm stalls and home industries;
- f) Rural residential uses/agricultural holdings in specific areas;
- g) Any other related development/service.

Provided that the proposed development/service:

- h) primarily services the local market; and/or
- i) is resource based; and/or
- j) is located at a defined and approved service delivery centre.

Developments/services not complying with the criteria set in (a) – (f) may thus only be allowed if they comply with criteria (h), (i) and (j).

Note that applications outside the UDB that do not comply with the criteria are not prohibited, but specific measures will apply. Please refer to the detailed 2005 SDF document in this regard.

8.2.2 Peripheral uses:

The area directly outside the UDB is earmarked for peripheral use. It is envisaged that a transition area will develop around the Urban Development Boundary which may comprise a range of different peripheral uses. It is proposed that low intensity land uses like agricultural holdings, rural residential uses, low intensity service industries (typically those occurring on agricultural holdings) as well as urban agriculture be promoted in the fringe area around the Urban Development Boundary.

These uses should support and protect the Urban Development Boundary and serve as a barrier for the future expansion of the urban environment. It is also necessary to utilise opportunities optimally for urban agriculture in this area, especially those areas near disadvantaged communities. The Sentrtrand area to the north of Daveyton-Etawatwa holds some potential for LED development.

8.2.3 Extensive Agriculture:

These are the areas outside the UDB and peripheral use zone, where extensive agriculture should be protected and promoted. The provision of services, such as health, education, retail, etc. should also be catered for in these areas.

8.2.4 Activity Nodes or Areas:

There is a wide range of activity nodes or areas accommodating a variety of activities in Ekurhuleni. The Metropolitan Activity Area can be divided into four main core areas, namely:

- Greater OR Tambo International Activity Area; which includes the three Blue IQ projects (O R Tambo International Airport, Gautrain, and the IDZ) the CBDs of Edenvale and Kempton Park, the proposed corporate office precinct in Rhodesfield, the industrial complex of Isando, Spartan and Jet Park, the Albertins Sizulu/ R21 Development Corridor and the Olifantsfontein-Clayville industrial area;
- Central Activity Belt; comprising the CBDs of Germiston, Boksburg, and Benoni as well as mining activities and the industrial areas of Germiston, Anderbolt and Benoni South; Alrode-Wadeville Corridor, which includes the industrial areas of Wadeville and Alrode and is already a Blue IQ project; and
- Far East Activity Belt; comprising the CBDs of Brakpan, Springs and Nigel as well as the industrial areas of Vulcania, New Era, Nuffield and the Vorsterskroon and Pretoriusstad industrial areas around Nigel, which are the subject of an Industrial Revitalisation Strategy.

In terms of retail, the existing nine Central Business Districts should be maintained and strengthened to protect the public and private investment in these areas. The implementation of Business Improvement Districts is proposed as a strategy to improve safety, security and overall environmental improvement in the CBDs.

Furthermore, the Ekurhuleni Retail Study provides some guidelines towards the development of retail facilities.

The industrial area includes the full range of industrial activities from heavy and toxic industries to light industrial, commercial and warehousing activities. Within the context of the four Core Areas identified, the functional specialisation of these industrial areas should be promoted, both in terms of local and regional context.

The triangular area around the OR Tambo International Airport represents a core focus area for Ekurhuleni. Large portions of land to the south and east of OR Tambo International Airport are still undeveloped/underdeveloped enhancing the potential for large-scale development/redevelopment of these areas. These developments could be used to establish the identity of the Ekurhuleni Metro in future.

The agricultural holdings of Boksburg directly to the south of the OR Tambo International Airport in particular, have the potential to be developed in such a way that they promote the identity of Ekurhuleni. Due to its proximity to OR Tambo International Airport, there will, however, be restrictions on the height of development and the type of development (noise zones). The same applies to the portion of the R21 Corridor to the north of OR Tambo International Airport. The area south of OR Tambo International Airport already holds the East Rand Mall and associated developments. It is proposed that this area be developed for mixed-use purposes focusing mainly on retail and office developments. The area is highly visual (especially from the surrounding freeway network), and therefore care should be taken that all development in the area is aesthetically attractive in order to contribute towards establishing the identity and image of the

new Ekurhuleni Metropolitan Municipality.

An Economic **Strategic Triangle Study** that encompasses the OR Tambo International Airport area and the CBDs of Germiston, Boksburg, Benoni and Kempton Park has been conducted to give development direction within this core area. In the absence of an identifiable single CBD for Ekurhuleni, currently a multi-nodal municipality of nine independently developed towns, the Core Economic Development Triangle to be developed on the same principles of the Gauteng Provincial Development Triangle that identifies the City of Joburg, Tshwane and OR Tambo International Triangle for development, has been adopted. The core triangle reinforces the role of the OR Tambo Airport as both of competitive and comparative advantage for the municipality as identified in the National Spatial Development Perspective of national government.

In support of this, a **Development Corridor Study** that outlines how this core area and others alluded to can be linked to the rest of Ekurhuleni, has also been completed and adopted. There are two significant corridors identified in the study. The first is the North-South Albertina Sizulu/ R21 corridor which currently starts in the East Rand Mall area in the south and extends northwards to Tshwane, linking Limpopo and SADC countries from Zimbabwe and beyond. This corridor is planned to extend southwards to the Kathorus area. The second is the East-West Corridor that follows the mining belt in the City of Joburg to the West of Ekurhuleni and Germiston, referred to as the Germiston – Daveyton (GDAC) Corridor. From Daveyton it becomes part of the regional and subregional developments to eMalahleni, Mbombela in Mpumalanga and Maputo in Mozambique.

8.2.5 Infill Development Priority Areas:

There are five main areas that are a priority in terms of infill development (utilising undeveloped/under-developed land in central locations). These are the areas previously occupied by mining activities in the vicinity of Germiston, around the central part of Boksburg, to the east of Benoni, and northwest and west of the Springs CBD. These five pockets of land are strategically located within the core areas of the EMM and some detailed work has already been done on the suitability for development of these areas.

Some areas for infill are located within the Core Triangle and at the intersection of the North-South, East-West Corridors and are critical to development.

8.2.6 Strategic Development Areas:

As far as future residential expansion is concerned, eight major precincts have been identified, namely;

- Olifantsfontein/Clayville (linking Midrand);
- Esselen Park/Kaalfontein which forms part of the Tembisa-OR Tambo International Airport Corridor as it is served by both the commuter railway line and route K105;

- Pomona/Benoni North (Northeast of OR Tambo International Airport);
- The area north and northwest of Daveyton;
- KwaThema-Duduza;
- Tsakane West;
- Boksburg South; and
- Katorus South.

8.2.7 Service Upgrading Priority Areas:

The EMM should focus its capital expenditure and operation programmes on upgrading services and facilities in previously disadvantaged areas to levels comparable with those of the rest of the Metro. These areas include the informal sectors for which the millennium development goals are most relevant. There are four major complexes of disadvantaged communities earmarked as Service Upgrading Priority Areas namely:

- Tembisa;
- Katorus;
- Kwatsadusa; and
- Daveyton/Etswatwa.

Retail development nodes have been identified in certain selected areas for retail development and other economic generating activities to boost the sluggish economy inherited from a segregated past.

8.2.8 Regional Open Space:

A Regional Open Space system is proposed for the metropolitan area and has been illustrated in the SDF. An Environmental Management Framework (EMF) has been completed for the entire Ekurhuleni. The results of the EMF have been used in the drafting of the Ekurhuleni

Biodiversity and Open Space Strategy (EBOSS).

The vision for EBOSS is that it must be relevant, feasible, acceptable and implementable. The objectives of EBOSS are to:

- Meet the open space needs of the population of Ekurhuleni in a way that will provide adequate access to a variety of types of open spaces in Ekurhuleni to fulfil the physical and psychological needs of the community;
- Meet the national biodiversity targets for vegetation types in the area in an appropriate manner that focuses on attainable priorities;
- Consider and integrate the conservation plan needs of the province in a practical way;
- Consider and take land needed for development into account in an objective and equitable manner;
- Contribute as an integrated element in the proper functioning of Ekurhuleni as a city;
- Set implementation targets that are realistic, affordable and achievable;
- Provide objective implementation performance measures that will accurately indicate performance and ensure accountability of officials.

EBOSS describes the environmental context of Ekurhuleni in terms of geology, topography, surface hydrology, water quality, rainfall and climate, and vegetation types. A detailed biodiversity description is included and strategic issues are identified.

The following biodiversity opportunities are identified by EBOSS:

- The Hydrological Network;
- Remaining Primary Vegetation;
- Birds and Aquatic Life;
- Existing Urban Open Space;
- Potential Links; and
- Physical Constraints to Development.

The following biodiversity constraints are identified by EBOSS:

- Policy Clashes;
- Private Ownership of Potential Natural Open Space;
- Polluted State of the Rivers;
- Fragmentation of Natural Open Space Elements;
- Population Distribution; and
- Dispersed Nature of the EMM Spatial Structure.

All open space in Ekurhuleni is classified in terms of EBOSS. These will be studied after the approval of EBOSS for integration in the future SDF reviews.

The following policies and guidelines are proposed in EBOSS:

- Policy on the Protection of Biodiversity in the Open Space System;
- Policy on Integrating Natural Open Space into the Urban Context;
- Policy on the Development and Land Surrounding the Open Space System;
- Policy on Existing Agricultural Practices in the Open Space System;
- Policy for the Drafting of Spatial Development Frameworks as the Main Implementation Instrument of EBOSS;
- Policy for Detail Evaluation of Natural Open Space in a Local Context; and
- General Guideline for Ekurhuleni Parks Department.

8.2.9 Mining:

There are four major concentrations of mining land which include the area in the Reiger Park vicinity, the area to the east of Benoni, the area to the east of Springs and three sites in the vicinity of the Kwatsaduza complex. These areas have been earmarked for mining related activities.

8.2.10. Transportation:

The land use framework as highlighted above must be supported by a transportation network and services in order for it to materialise. The following is a summary of the main features:

a) Rail:

The entire urban complex of the EMM is served by rail infrastructure, which links the disadvantaged communities of Tembisa, Kathorus and Daveyton-Etwatwa to all four core areas of economic activity identified. In fact, the railway line is central to each of the four core areas.

In line with the national and provincial policy guidelines, the railway service should represent the core service around which public transport is provided. It also presents an opportunity for Transit Orientated Development. Therefore the layout and design of land use around the railway stations should be orientated towards promoting the utilisation of the railway system. The rail infrastructure also links to Gautrain, which provides for an Ekurhuleni commuter station at Rhodesfield and OR Tambo Airport.

b) Road:

Freeway Network: the freeway network ensures good regional accessibility and links Ekurhuleni to all major centres in Southern Africa. The current freeway network is, however, mainly radially orientated towards Greater Johannesburg. The priority expansion of the freeway network in Ekurhuleni revolves around:

- The PWV 15, which will unlock development

opportunities to the east of OR Tambo International Airport;

- Route PWV 13 will directly link OR Tambo International Airport with the N3 to improve accessibility to the Central Activity Belt around Boksburg; and
- Route PWV 14, which will link Germiston and the Central Activity Belt to OR Tambo International Airport, and the R21 and N12 freeways.

Second Order Road Network: The main objective of the Network is to:

- Facilitate movement in the metropolitan area in the north-south and east-west directions;
- Link residential areas to one another and to the core areas of economic activity;
- Link areas of economic activity to each another;
- Promote mixed use and high density developments adjacent to these routes (subject to road access management requirements); and
- Promote transport along these routes as a priority.

Six main north-south desire lines have been identified, which include:

- Route KI17/KI27/K123 that runs from Tembisa through the Isando-Spartan complex, through the Central Activity Belt near Germiston station and surrounding industrial areas, through the Wadeville industrial area, linking Vosloorus and Katlehong, from Alrode and Alberton CBD;

- Route K105/K90/K131 which links the following areas:
- Tembisa/Kempton Park CBD, Isando, Spartan, Jet Park, OR Tambo International Airport, Boksburg CBD, Sunward Park and Vosloorus;
- The K155 which is an extension of the R21, PWV15, and passes through Anderbolt, Van Dyk Park, Vosloorus, Thokoza and Alberton;
- The K109 which links the northern suburbs of Benoni to Benoni CBD and Benoni South industrial area, stretching southwards past Tsakane and eventually links up with the N3;
- The K161/K154 which serves Daveyton-Etswatwa from where it passes through two infill priority areas going southwards towards the Springs CBD, and the New Era industrial area, past the communities of KwaThema, Duduza and Nigel, where it links up with the N3. This route would serve as the central spine around which the Far East Activity Belt could be developed in the future; and
- The K175, which links Etswatwa to Springs CBD.

In an east-west direction there are three priority lines:

- The K68 which would link to the Daveyton-Etswatwa complex to OR Tambo International Airport Activity Area, and would also serve the Strategic Development Areas;
- The K106 linking the Daveyton-Etswatwa complex to the Central Activity Belt including Benoni, Boksburg and Germiston; and
- The K132/K163/K116, linking Springs to Brakpan CBD (Far East Activity Belt) and Boksburg (Central Activity Belt).

The Ekurhuleni Integrated Transport Plan (2006/7- 2010/11) was approved in 2007. "The preparation of the current ITP was originally intended to cover the five year period from 2005 to 2010. Delays in the commencement of the preparation have resulted in the adjustment of the time frame in terms of municipal budgets for the financial year 2006/7 and subsequent years. The target years for the short- and long-term planning scenarios were, however, retained as 2010 and 2025, primarily to ensure compatibility with the planning cycle at provincial level.

"The ITP is being prepared by the EMM in compliance with the requirements in Section 6(1) of the National Land Transport Transition Act (NLTTA), and will be submitted for approval to the MEC in terms of Section 27(4) thereof." (ITP Executive Summary: Page 5).

8.3 IMPLEMENTATION AND PRIORITISATION

The SDF provides some strategic guidance as to where the EMM should focus in the allocation of resources. In order to assist with the prioritisation of projects and allocation of resources, five main

elements of the SDF were isolated as geographic entities, which could give guidance as to where the priority capital investment areas lie. These are:

- Core Economic Areas;
- Infill Priority Areas;
- Strategic Development Areas;
- Service Upgrading Priority Areas; and
- The Urban Edge.

The MSDF is supported by a number of sector/topic specific planning documents, including the following:

- Core Economic Triangle Study;
- Corridor Study;
- Ekurhuleni Regional Retail Strategy, including an Implementation Strategy for PDIs; and
- Ekurhuleni Residential Densification Strategy

In addition, the EMM is currently in the process of drafting detailed plans for the OR Tambo International Airport and surrounding areas in co-operation with ACSA and other role players.

The reviews of the Northern, Southern and Eastern SDF were approved in 2007. A number of precinct plans have been completed and the formulation and revision of other identified LSDFs for 2007/2008 will follow in earnest.

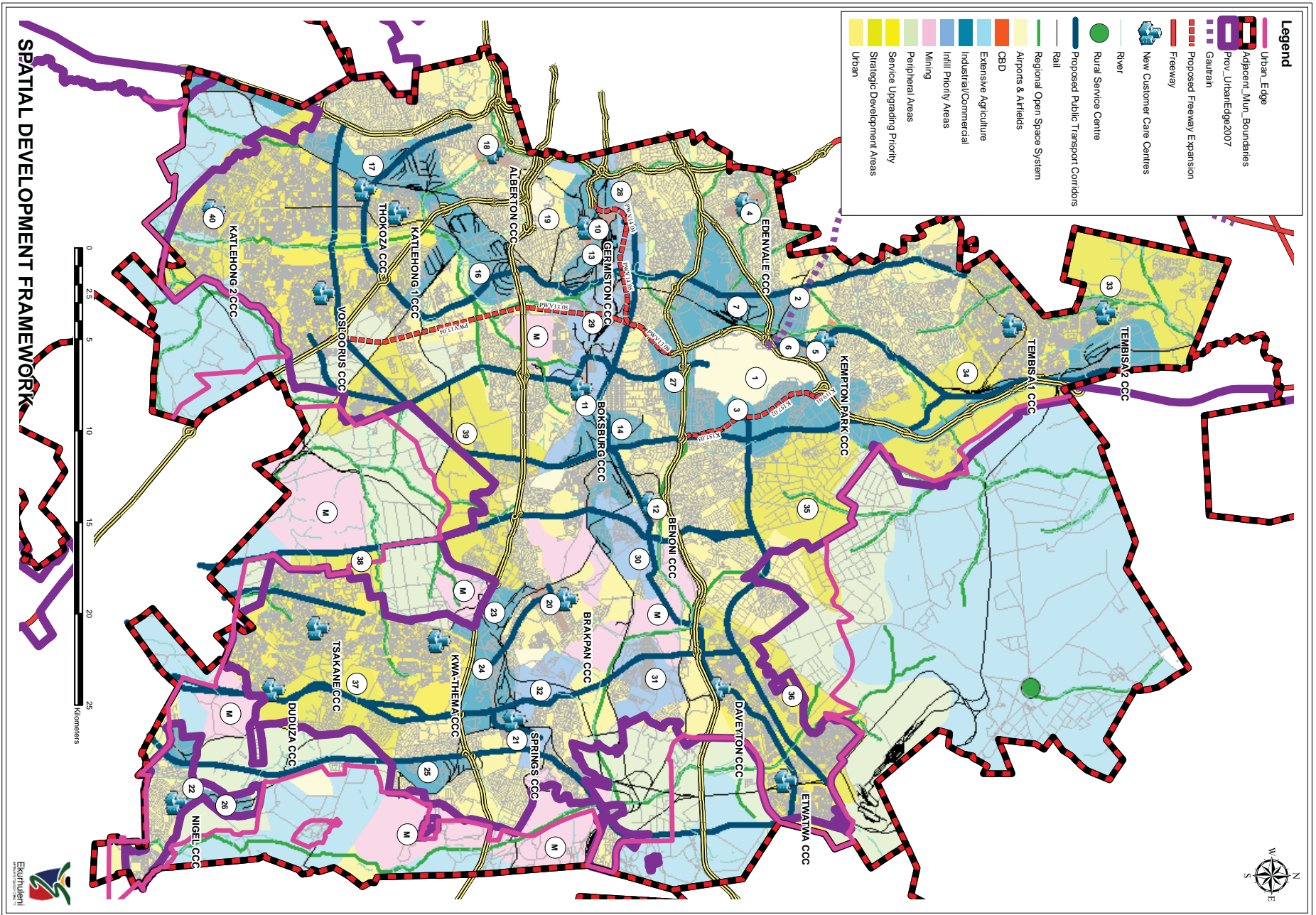
Although the Spatial Development Framework becomes binding on the municipality through the adoption of the Integrated Development Plan, the MSDF (highest level of plan in EMM), must only be

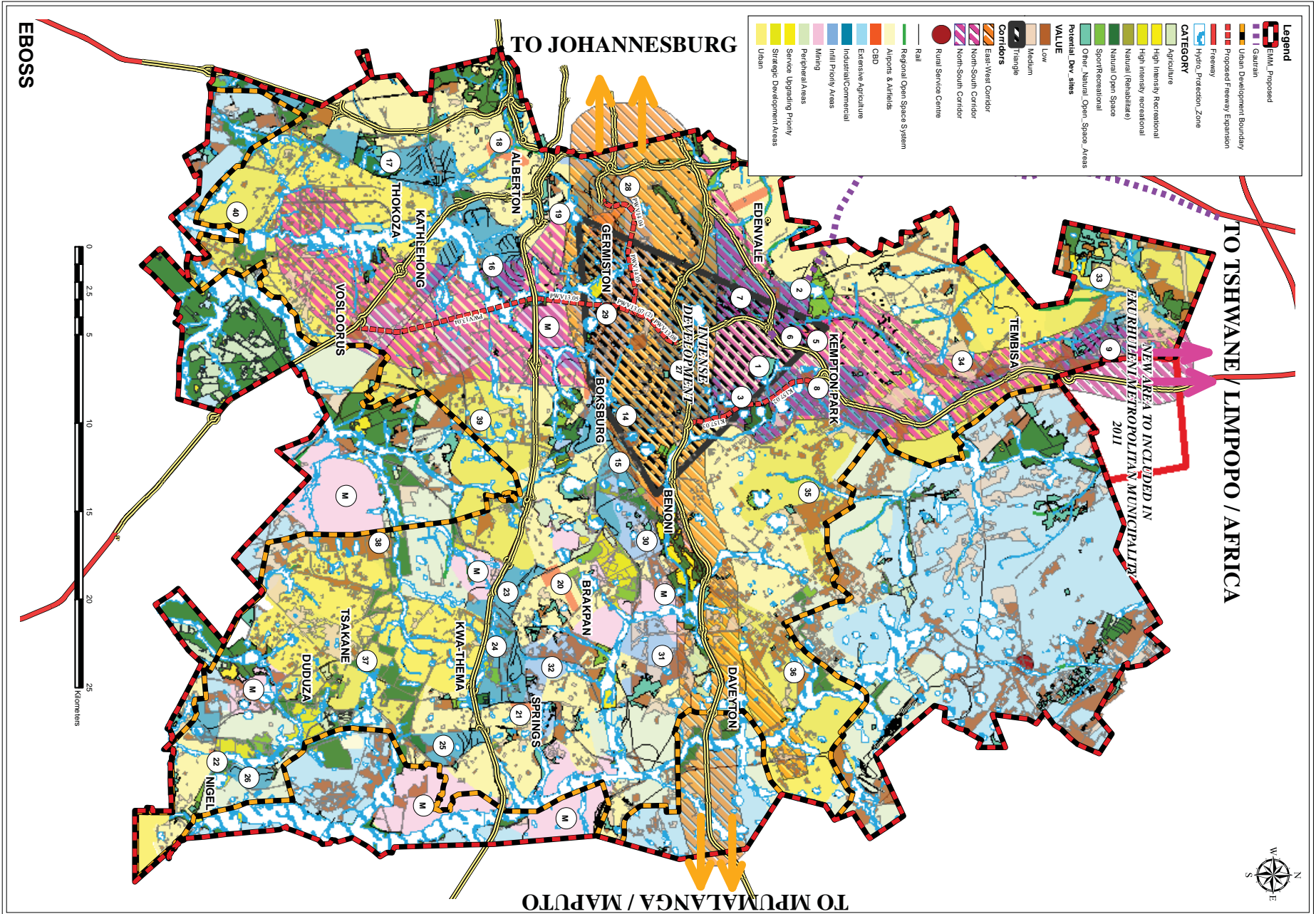
used as a guide and not to assess development applications as it is not site specific. LSDFs are used for the valuation of development applications. Where there is no LSDF the applicable RSDF is used.

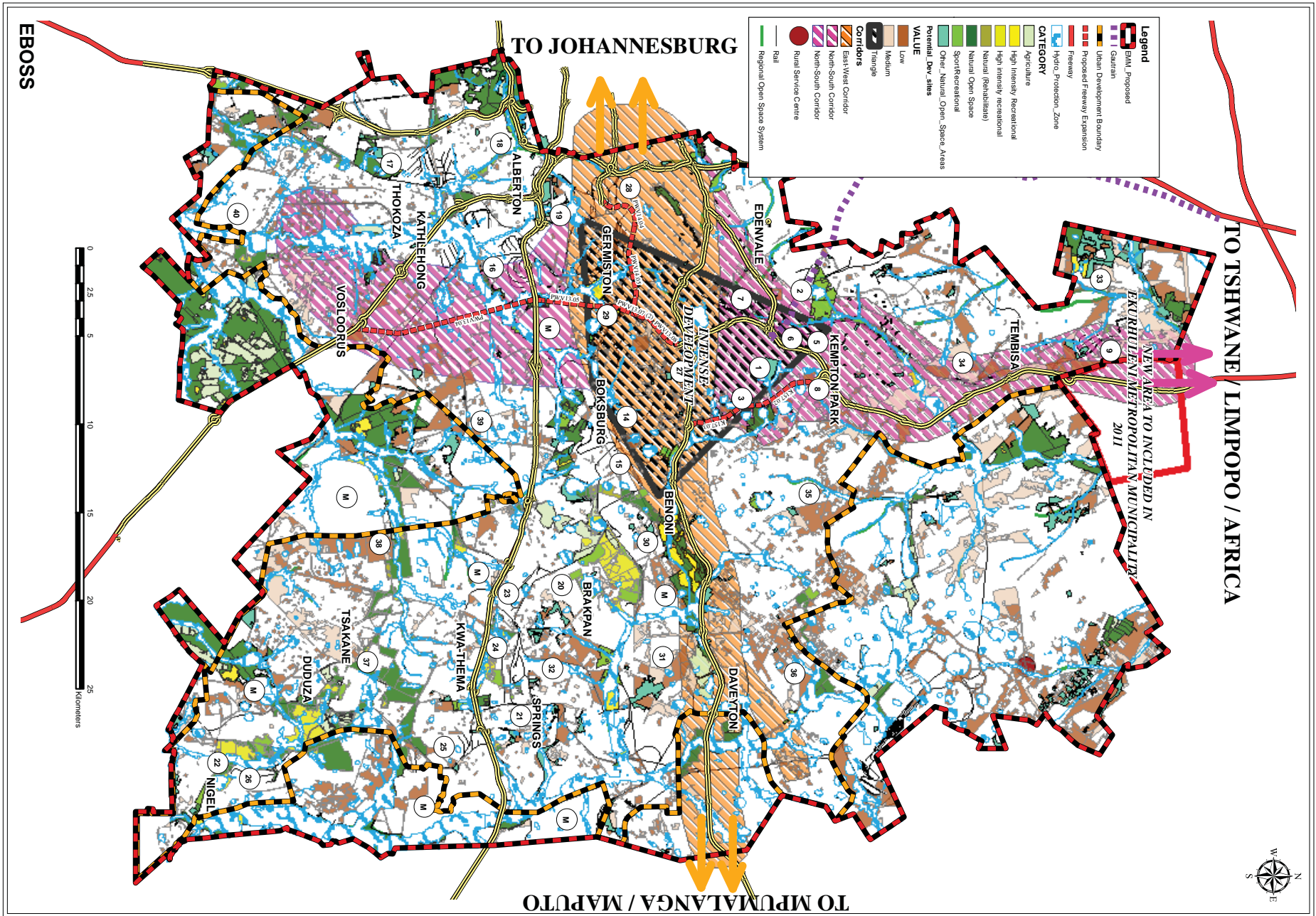
This Executive Summary of the Metropolitan Spatial Development Framework aims to provide a basic outline of the MSDF document at a conceptual level. The attainment of the millennium development goals (MDGs) is an overarching thread through the MSDF, in particular the improvements to the former deprived townships, as well as the informal settlements where there is abject poverty.

For more information consult the complete MSDF and RSDF documents and other planning documents and strategies referred to above.

The EMM is in the process of reviewing the MSDF which should be concluded towards the end of 2009. The review should include a social facilities plan.







9. DISASTER MANAGEMENT PLAN

The EMM Disaster Management plan was approved in 2007 and is currently being reviewed. The review is scheduled to be finalised in June 2009. The current Disaster Management Plan is however, still in place.

Executive Summary

The Disaster Management Act (Act 57 of 2002) provides specialised personnel with a new focus on disaster management. It presents new challenges in not only negotiating and writing up a disaster management plan, but also in developing disaster management plans for general public scrutiny. Public participation and acceptance of disaster management plans, prior to its implementation, has become a legislative requirement as identified in Section 26(g) of the Local Government: Municipal Systems Act, Act 32 of 2000.

The Municipal Systems Act Section 25 indicates that each municipality should adopt a “single, inclusive and strategic plan for the development of a municipality”. The plan referred to is the Integrated Development Plan. The same Act in Section 26(g) dictates that “applicable disaster management plans”, are a core component of the Integrated Development Plan of a Municipality.

Therefore, the challenge is to develop a disaster management plan which all stakeholders – community, public, commercial, etc – of a municipal entity are able to comprehend and implement within their own setting and which indicates the procedures and processes required to minimise the threat of disaster, utilising a developmental approach. Another challenge includes community and other stakeholder participation in not only the activation of disaster response procedures, but also in mitigation and development initiatives, which would lead to sustainable development.

It should be noted that disaster management is not only reactive, but now focuses on actions aimed at preventing disasters, or mitigating the impact of disasters. Different line functions and departments must contribute in varying degrees to disaster management. The needs identified in the corporate disaster management plan will indicate where line functions and departments must contribute. These contributions will then be included in line function and departmental disaster management plans.

Disaster management plans cover the whole disaster management spectrum, and must address actions before, during and after disasters. Disaster management plans are compiled on the basis of a generic plan including standard operating procedures and best practice, and then expanded with risk-specific plans that address disaster management in special circumstances where the generic plan needs to be adapted.

The main strategy of all disaster management activities will be disaster-risk reduction. A risk-reduction strategy will ensure alignment with the strategies adopted internationally.

The United Nations' International Strategy for Disaster Reduction highlights the following challenges posed by disasters:

“1. *Disaster loss is on the rise with grave consequences for the survival, dignity and livelihood of individuals, particularly the poor and hard-won development gains. Disaster risk is increasingly of global concern and its impact and actions in one region can have an impact on risks in another, and vice versa. This, compounded by increasing vulnerabilities related to changing demographic, technological and socio-economic conditions, unplanned urbanisation, development within high-risk zones, under-development, environmental degradation, climate variability, climate change, geological hazards, competition for scarce resources, and the impact of epidemics such as HIV and Aids, points to a future where disasters could increasingly threaten the world's economy, its population and the sustainable development of developing countries.*

2. *Disaster risk arises when hazards interact with physical, social, economic and environmental vulnerabilities. Events of hydro meteorological origin constitute the large majority of disasters. Despite the growing understanding and acceptance of the importance of disaster-risk reduction and increased disaster response capacities, disasters, and in particular, the management and reduction of risk continue to pose a global challenge.*

3. *There is now international acknowledgement that efforts to reduce disaster risks must be systematically integrated into policies,*

plans and programmes for sustainable development and poverty reduction, and supported through bilateral, regional and international co-operation, including partnerships. Sustainable development, poverty reduction, good governance and disaster-risk reduction are mutually supportive objectives, and in order to meet the challenges ahead, accelerated efforts must be made to build the necessary capacities at community and national levels to manage and reduce risk. Such an approach is to be recognised as an important element for the achievement of internationally agreed development goals, including those contained in the Millennium Declaration.

4. *The importance of promoting disaster-risk reduction efforts on the international and regional levels, as well as the national and local levels has been recognised in the past few years in a number of key multilateral frameworks and declarations.”*

South Africa was part of the Hyogo Framework of Action meeting in Japan in January 2005 with one of our personnel, and councillors, participating as part of the South African delegation.

The Disaster Management Plan of Ekurhuleni predetermines, to the extent possible, actions to be taken by all departments, stakeholders and co-operating private organisations, to prevent disasters and to reduce the vulnerability of EMM residents to any disasters that may occur. The plan further aims to establish capabilities for protecting citizens from the effects of disasters and for mechanisms to respond effectively to the occurrence of disasters, and then to provide for recovery in the aftermath of any disaster involving

extensive damage or other debilitating influence on the normal pattern of life within the community of the municipality.

The Disaster Management Plan provides the basis for the development of risk-specific plans which would take into account the peculiarities of different risks. A flood has a different risk profile from drought and an earthquake has a different risk profile from a toxic chemical release.

Disaster Management is the business of all stakeholders in Ekurhuleni and so the integration of disaster response plans, the integration of sustainable development and the integration of risk reduction measures must be a coordinated focus of all stakeholders. It is only through sustainable development which considers the impact of development on future generations that we as a municipality would be able to leave a legacy of a healthy and safe world for all to be enjoyed.

The plan provides the results of consultation of disaster response role-players. Each Department of Council is able to identify its disaster responsibilities to ensure that any response to a disaster means that responders do not work against each other but rather compliment efforts to ease the effects of a disaster and so ensure a speedy recover from the disaster. The plan further aims to ensure that sustainable development remains just that, by the application of disaster management principals related to disaster risk reduction, mitigation of disaster risks and prevention.

The typical disaster response scenario would allow for immediate response actions by the Emergency Services in the form of emergency medical services (ambulance), fire and rescue and Metro police services. Other departmental role-players like engineers, electricians, building inspectors, health workers, housing officials, to name a few and a host of non-municipal role-players like amateur radio operators, first aid organisations, the SPCA and the like, all have a joint and or supporting responsibility during the response to a disaster. The Disaster Management Centre would be activated and senior departmental officials would be required to participate in the decision making processes at the Centre while the disaster declaration is being done by the Executive Mayor.

The longer term disaster effects would continue to be coordinated from the Disaster Management Centre using relevant departments to supply the necessary skills and direction. These actions would ensure that rehabilitation, and if necessary, reconstruction occurs in order to normalise the disaster stricken community. Funding of post disaster response would take place by utilisation of own internal funds and then secondly by approaching the Provincial and National Government for additional disaster response funding and through the application of Municipal Finance legislation related to emergency purchases.

In conclusion, the Municipal Disaster Management Plan aims at ensuring that Ekurhuleni makes every effort to identify and then reduce disaster risk through proper and timely disaster risk reduction actions.

For the disaster events which cannot be prevented, the disaster management plan provides all role-players with pre-determined guidelines on the processes to be followed to save lives and protect property and the environment.

The Disaster Management Plan is contained on the CD provided.

10. MULTI YEAR FINANCIAL PLAN

The 2009-2012 Multiyear Financial Plan is contained under separate cover.

11. PERFORMANCE MANAGEMENT SYSTEM

A municipality is required to utilise a PMS as a primary mechanism to plan, monitor, measure, review and improve the implementation of the municipality's Integrated Development Plan (IDP). The IDP process and the Performance Management process should be seamlessly integrated. The IDP fulfils the planning stage of Performance Management and, in turn, Performance Management fulfils the implementation, management, monitoring and evaluation of the IDP implementation. The performance of an organisation is integrally linked to that of its employees and it is important to manage both at the same time.

The process commences when consultation takes place with all relevant role players. Thereafter, a long term vision and IDP is developed and revised. A PMS is developed and implemented during the same process. After this, regular monitoring, measurement and reviewing of organisational

and employee performance takes place. Results are reported on and plans for improvement are developed as part of the review of the IDP. Performance of the organisation is reported on quarterly and annually in terms of specific requirements. The review of the performance of individuals takes place on a quarterly basis in September, December and March of every financial year and a final assessment is done after the June year-end.

Measurement of organisational performance during a particular financial year is facilitated through the implementation and assessment of the Service Delivery Budget Implementation Plan (SDBIP). The annual SDBIP populated with Key Performance Indicators (KPIs), measures and targets, is an integral part of the PMS and must be annually approved and adopted by council. The contents of the SDBIP are taken up into the Performance Agreements of all Section 57 employees, contract workers as well as in performance appraisals of other municipal employees. A 100% alignment is thus ensured.

The PMS should provide a mechanism for ensuring increased accountability between the community and the council, the political and administrative components of the municipality, as well as between each department and the office of the City Manager.

The PMS must also provide a mechanism for learning and improvement in that knowledge must be obtained, in respect of which approaches have the desired impact and enables the municipality to improve delivery. Another important function of the PMS is that it should provide the leadership and management of the municipality with timely diagnostic signals of the potential risk that are

likely to impede the implementation of the IDP. This will enable the implementation of interventions where it is necessary and possible to do so.

The Municipal Planning and Performance Management Regulations, Regulation 796 of 2001 to the Systems Act, contains the following important prescriptions relating to a municipality's PMS:

Regulation 7(1) – A municipality's PMS entails a framework that describes and represents how the municipality's cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organized and managed; including determining the roles of the different role-players.

Regulation 7(2) – in developing a PMS a municipality must ensure that the system:

- Complies with all the requirements set out in the Act (Systems Act);
- Demonstrates how it operates and is managed from the planning stage up to the stages of review and reporting;
- Clarifies the roles and responsibilities of each role-player, including the local community, in the functioning of the system;
- Clarifies the process of implementing the system within the framework of the Integrated Development Planning process;
- Determines the frequency of reporting and the lines of accountability for reporting;
- Relates to the municipality's employee performance management process; and
- Provides for the procedure by which the system is linked to the municipality's Integrated Developmental Planning process.

Regulation 8 – A PMS must be established before or at the same time as the commencement by the municipality of the process of setting KPIs and targets in accordance with its integrated development plan.

Regulation 11(1) – A municipality must review its KPIs annually as part of the performance review process.

Regulation 14(4)(a)(ii) – A performance audit committee must review the municipality's PMS and make recommendations in this regard to the council of that municipality.

The Performance Management System (PMS) for Ekurhuleni Metropolitan Municipality has not been reviewed and is currently implemented as was approved in the 2008-2012 IDP. It will be reviewed during the 2009/2010 cycle.

12. TWENTY PRIORITY TOWNSHIPS PROGRAMME

The Twenty Priority Townships Programme focuses on the upliftment and development of previous disadvantaged communities, including:

- Beautifying the townships;
- Providing decent schools;
- Providing clinics;
- Providing sport and recreational facilities;
- Providing street lighting;
- Roads;
- Formal housing;
- Providing adequate storm water drainage systems;
- Roll out of MPCCs;
- Providing libraries;
- Providing taxi ranks;
- All roads in these townships to be tarred by 2009; and
- Each area has a vibrant commercial and transport hub.

Of the 20 townships selected, seven fall within Ekurhuleni:

- Tembisa;
- Katlehong;
- Daveyton;
- Wattville; and
- Kwatsaduza (Kwa-Thema, Tsakane and Duduza).



The Gauteng Department of Housing is the co-ordinator of this programme and by implication this became the responsibility of the Housing Departments of Local Government.

At the Premier's Co-ordination Forum, which met on October 2006 the following recommendations were confirmed:

1. The Twenty Prioritised Township Programme be regarded as an intergovernmental programme funded and supported by both spheres of government.
2. The Integrated Development Plans of the Municipalities be reviewed to ensure that strategic priorities, as defined by the mandate as determined by the premier, be supported.
3. The Provincial Government and Municipalities co-operate to review the IDP's and to prioritise the projects to be implemented to support the revised IDP's by end November 2006 and that Council approval of the revised IDP's be obtained by end January 2007
4. The Provincial Departments and Municipalities reprioritise their capital budgets and grant funding allocations to finance the reprioritised projects in the Twenty Prioritised Townships.
5. The Provincial Departments include in their Budget Statement's which must be submitted to the Treasury by end November 2006.
6. The funding required to implement projects to address the 11 Premier's Directives be determined, as well as the budget shortfall once the reprioritised budgets have been finalised.
7. The communication plan be discussed with the communication units of the Municipalities before end November 2006 to ensure that the Mayors and Municipal Managers are supporting the communication process.
8. The Municipalities confirm their appointment of the Members of the Mayoral Committees responsible for managing the 20 PTP within Council as well as the Municipal Twenty Prioritised Township Programme co-ordinators before end October 2006.
9. The responsible Departmental and Municipal officials report monthly within seven days after month end on the progress made to implement funded projects within the 20 PTP to their respective management structures and that these reports be copied for the Provincial Programme Manager to enable him to prepare progress reports to the Executive Council and the Premier's Co-ordination Forum.
10. The various accounting officers monitor the progress of all projects to ensure that the funded projects be implemented timeously to ensure that the various targets are met.

11. The services of the Provincial Programme Manager be utilised by the accounting officers to address deviations from project programmes and cash flows.

In short, this meant that no additional funding would be forthcoming and that the Municipalities would be expected to align their IDPs and capital budgets to address the backlogs in those specific townships. Municipalities are encouraged to access grant funding like the "Neighbourhood Development Partnership Grant" of the National Treasury. Ekurhuleni has submitted eight applications for this grant, all of which have been approved in principle. The EMM Housing Department has so far obtained bids for technical assistance for four of these approved applications, which will then be followed by capital grant funded projects. On investigation, it was established that the capital budget and IDP of Ekurhuleni does indeed fulfil these requirements, although the targets like "All roads in these townships to be tarred by 2009" cannot be met without substantial additional funding. The Municipal Roads Turnkey Programme and the EPWP programme of the Gauteng Department of Public Works will, however, ensure that many priority roads are tarred during this time. Other services and community facilities are also being upgraded and provided through the budget. This information is provided to the GDoH to inform them of progress within the 20PTP areas.

It should also be noted that EMM is also addressing the same principles in the other previously disadvantaged townships. EMM has over the past few years allocated about 60% of its capital budget towards the previously disadvantaged townships.

The information on the 20 PTP projects is contained on the CD provided.

13. PROVINCIAL PLANS, PROGRAMMES AND BUDGETS

Information regarding the provincial plans, programmes and budgets are included as an Annexure on the CD provided. Departments will engage on these programmes and projects to ensure integration and co-ordination.

14. CONCLUSION

The 2009-2013 IDP has been developed in line with the various National and Provincial Guidelines, the EMM GDS 2025 and community priorities. Departmental plans include strategic objectives, indicators and targets which is included in the SDBIP.



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Ekurhuleni
METROPOLITAN MUNICIPALITY

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2. MAYORAL BUDGET SPEECH

See page 7 under Mayoral Address.

3. BUDGET RELATED RESOLUTIONS

3.1 2009/2010 – 2011/2012 OPERATING BUDGET

1. **That** the annual operating budget of Ekurhuleni Metropolitan Municipality for the financial year 2009/2010 and indicative of the two projected years 2010/2011 and 2011/2012 **BE APPROVED** as set out in the following schedules:
 - Operating revenue by source reflected in schedule 1 on page 30;
 - Operating expenditure by vote reflected in schedule 2 on page 31;
 - Operating expenditure by Government Financial Statistics classification reflected in schedule 2(a) on page 33.
2. **That** authority **BE GRANTED**, to a maximum amount of R150 million, in respect of bank overdraft facilities and/or the raising of short-term loans, including loans at call from Council's bankers, for the financial year ending 30 June 2010 in order to finance temporarily –
 - expenditure on the capital budget; or
 - expenditure on the operating budget incurred in anticipation of the receipt of revenue estimated and from which the expenditure would have been defrayed.
3. **That** the Chief Financial Officer **BE DELEGATED** authority to re-allocate funds on the 2009/2010 operating budget resulting from budget structural changes.
4. **That** the Chief Financial Officer **BE DELEGATED** authority to re-allocate funds on the 2009/2010 operating budget on all internal charges votes.
5. **That** the Chief Financial Officer **BE DELEGATED** authority to adjust the 2009/2010 operating budget (income and expenditure) with all operating grants received, as well as income received for recoverable jobs.
6. **That** the Chief Financial Officer **BE DELEGATED** authority to adjust the 2009/2010 operating (income, expenditure and contribution to capital where applicable) and capital budget with all insurance claims received.
7. **That** the Chief Financial Officer **BE DELEGATED** authority to re-allocate funds on the 2009/2010 operating and capital budgets to correctly account for items in terms of the asset management policy.
8. **That** the Chief Financial Officer **BE DELEGATED** authority to re-allocate funds on the 2009/2010 operating and capital budgets, and to process the accounting entries required to comply with GRAP and all other new accounting principles.
9. **That** the Chief Financial Officer **BE DELEGATED** authority to amend the 2009/2010 operating

budget (salaries charged to capital line items) to accommodate the appointment of staff funded from the capital budget.

3.2 2009/2010 – 2011/2012 CAPITAL BUDGET

1. **That** the multi-year capital appropriations by vote and associated funding reflected in the following schedules **BE APPROVED**:
 - Capital expenditure by vote reflected in schedule 3 on page 34;
 - Capital expenditure by Government Financial Statistics classification reflected in schedule 3(a) on page 36; and
 - Capital funding by source reflected in schedule 4 on page 37.
2. **That**, in order to facilitate multi-year budgeting, departments **BE AUTHORISED** to commit projects on the 2010/2011 and 2011/2012 budgets, on both internal and confirmed external funding sources.
3. **That** all departments receiving external grants **COMPLY** with the reporting requirements as detailed in the Division of Revenue Act.
4. **That** the Chief Financial Officer **BE DELEGATED** authority to adjust the 2009/2010 capital and operating budgets, with all public contributions received for new developments.
5. **That** the Chief Financial Officer **BE DELEGATED** authority to adjust the 2009/2010 capital and operating budgets, with all external grants received for capital projects, subject to these adjustments being reported on in the Adjustments Budget.
6. **That** the taking up of a new external loan of R800 million to fund the 2009/2010 Capital Budget **BE APPROVED**.
7. **That** the Chief Financial Officer **SUBMITS A FURTHER REPORT** detailing the terms and conditions of the loan before it is finalised.

3.3 OTHER BUDGET RECOMMENDATIONS

1. **That**, a report detailing all the budget amendments made by the Chief Financial Officer **BE SUBMITTED** to the Finance Portfolio Committee on a quarterly basis.
2. **That** it **BE NOTED** that there will be only one adjustments budget during the 2009/10 financial year.
3. **That** no additional allocations **BE MADE** in the adjustments budget unless additional income

and/or higher than budgeted payment levels are achieved.

4. **That** unspent grant funding (both capital and operating) and additional allocations received from National and Provincial Government **BE DEALT WITH** according to resolution 3.1 (5) and 3.2 (5) above, and in addition thereto, comply with the requirements of the National Treasury MFMA Circular 48.
5. **That** the following documents, appearing on the pages as indicated, **BE APPROVED**:

◦ Budgeted Statement of Financial Performance	Page	388
◦ Budgeted Statement of Financial Position	Page	392
◦ Budgeted Cash Flow Statement	Page	394
◦ Budget related Polices and Amendments	Page	49
◦ Tariff Principles	Page	76
6. **That** the following Budget Related Policies or amendments to Budget Related Policies, appearing on the pages as indicated, **BE AMENDED**:

◦ Accounting Policy	Page	53
◦ Asset Management Policy	Page	51
◦ Investment Policy	Page	51
◦ Cash Management Policy	Page	65
◦ Entities Financial Support Policy	Page	67
◦ Property Rates Policy	Page	69
7. **That** the Chief Financial Officer **BE DELEGATED** authority to amend the accounting policy and to process the accounting entries required to comply with GRAP and all other new accounting principles.
8. **That** the SDBIP as contained on pages 232 to 260 **BE APPROVED**.
9. **That** it **BE NOTED** that the targets contained in the SDBIP will form the basis of the Personal Performance Agreements for Section 57 staff members.
10. **That** the time schedule outlining the key deadlines for the preparation, tabling and approval of the 2010/2011 – 2012/13 multi-year budget and the annual review of the IDP, as contained on page 392 **BE APPROVED** in terms of Section 21 (b) of the Municipal Finance Management Act.

3.4 MUNICIPAL ENTITIES

1. **That** the tabled budgets and business plans of the municipal entities appearing on pages 261 to 325 **BE SUPPORTED**.
2. **That** the upper limits of the salaries, allowances and other benefits of the CEO and other senior staff of the Municipal Entities **BE DETERMINED** in terms of Section 89 of the MFMA, for the 2009/2010 financial year, as detailed on the following pages:

◦ Brakpan Bus Company	Page	277
◦ ERWAT	Page	302
◦ EDC	Page	321
3. **That** the Service Delivery and Budget Implementation Plans of the Municipal Entities appearing from page 261 to 325 **BE APPROVED** as contemplated in section 93B (a) of the Municipal Systems Act and Section 87(5)(d) of the MFMA.
4. **That** the payment of any performance bonuses of Municipal Entities (in addition to the salaries, allowances and other benefits approved in 2 above) **BE SUBJECT** to approval by the Ekurhuleni Metropolitan Municipality Remuneration Committee.
5. **That** the Ekurhuleni Metropolitan Municipality Remuneration Committee **BE DELEGATED** the authority to approve performance bonuses of the Municipal Entities for purposes of compliance with Section 89 of the MFMA.
6. **That** the principle of providing guarantees for loans taken up by Municipal Entities **BE APPROVED** subject to each request being submitted to Council for specific approval.
7. **That** the Municipal Entities **BE INFORMED** of the resolutions taken above and **BE REQUESTED** to submit their budgets to their respective Boards for final approval.

3.5 2009/2010 ASSESSMENT RATES AND SERVICE TARIFFS

That it **BE NOTED** that the reports for the Assessment Rates and Service Tariffs are submitted to Council separately.

4. THE BUDGET

4.1 EXECUTIVE SUMMARY

This section provides an overview of the Budget process and the 2009/2010 – 2011/2012 Multi-Year Operating and Capital Budgets and the linkage with the IDP.

The 2009/2010 – 2011/2012 Multi-Year Budget was compiled with a view to addressing key service delivery challenges. Resources were allocated in line with the service delivery challenges and the Growth and Development Strategy (GDS) focus areas.

Specific attention was given to how the departmental budgets address the following:

- GDS Focus Areas;
- Alignment with the IDP;
- Community Needs (Ward-based);
- Visible Delivery; and
- Political (MMC & Portfolio) Involvement.

4.1.1 OPERATING BUDGET

The Operating Budget is funded from the following main sources:

- Assessment Rates;
- Tariffs levied for Services, i.e. Electricity, Water, Sewerage, Refuse Collection;
- Operating Grants and Subsidies; and
- Agency Fees.

About 74% of the operating budget is currently funded from Assessment Rates and tariffs levied for services.

The 2009/2010 Operating Budget as compared with the 2008/2009 Operating Budget appears on the next two pages:

	ACTUAL INCOME / EXPENDITURE 2007 / 2008	BUDGET 2008 / 2009	ACTUAL 9 MONTHS 2008 / 2009	EXPECTED INCOME EXPENDITURE 2008 / 2009	BUDGET 2009 / 2010	% INCREASE Budget to Budget	% OF TOTAL	BUDGET 2010 / 2011	BUDGET 2011 / 2012
	R	R	R	R	R			R	R
INCOME									
Property Rates	2 270 934 535	2 453 503 030	1 761 146 368	2 342 657 974	2 652 591 263	8%	18.4%	2 917 850 389	3 209 635 428
Plus Penalties Imposed	38 036 624	206 022 075	78 780 599	102 464 843	100 345 916	-51%	0.7%	21 106 321	23 216 954
User Charges for Services	5 534 224 279	7 051 350 164	4 868 943 377	6 823 261 794	8 761 835 673	24%	60.8%	10 443 389 285	12 373 534 839
Rent of Facilities and Equipment	44 579 884	46 182 168	30 331 580	38 604 324	45 135 304	-2%	0.3%	49 648 835	54 613 731
Interest Earned - External Investments	351 156 808	219 283 026	118 974 485	171 587 630	179 218 841	-18%	1.2%	179 261 590	179 308 724
Interest Earned - Outstanding Debtors	446 171 662	260 000 002	320 040 343	438 796 890	400 000 020	54%	2.8%	440 000 022	484 000 024
Fines	77 793 871	96 928 502	71 481 975	93 072 467	86 986 620	-10%	0.6%	95 685 283	105 253 814
Certificates & Permits	29 420 007	28 198 035	18 248 942	39 729 484	29 018 987	3%	0.2%	31 920 890	35 112 979
Income from Agency Services	143 093 141	157 923 733	111 726 049	149 583 857	165 158 976	5%	1.1%	181 674 881	199 842 370
Operating Grants & Subsidies	2 062 157 752	1 997 214 426	1 859 879 056	1 896 587 140	2 343 228 440	17%	16.3%	2 703 843 710	2 958 452 564
Capital Grants		499 379 942	282 693 732	397 064 977		-100%			
Gain on Sale of Assets (Gains on disposal of investments)			2 448 125						
Deferred Income					192 937 500	100%	1.3%	212 231 250	233 454 375
Municipal entities	3 181 412								
Other Income	31 810 412	81 683 263	49 396 548	43 449 129	72 988 878	-11%	0.5%	80 287 776	88 316 566
OPERATING INCOME GENERATED	11 032 560 387	13 097 668 366	9 574 091 179	12 536 860 509	15 029 446 418	15%	104.3%	17 356 900 232	19 944 742 368
Less: Income foregone	567 057 897	717 807 590	456 611 532	607 259 366	625 674 268	-13%	4.3%	688 241 697	757 065 866
TOTAL OPERATING INCOME	10 465 502 490	12 379 860 776	9 117 479 647	11 929 601 143	14 403 772 150	16%	100%	16 668 658 535	19 187 676 502
Internal Transfers:									
Internal Recoveries	915 820 676	1 363 037 507	886 595 122	1 196 016 327	1 529 316 316	12%		1 681 482 340	1 835 334 614
NET OPERATING INCOME	11 381 323 166	13 742 898 283	10 004 074 769	13 125 617 470	15 933 088 466	16%		18 350 140 875	21 023 011 116

	ACTUAL INCOME / EXPENDITURE 2007 / 2008	BUDGET 2008 / 2009	ACTUAL 9 MONTHS 2008 / 2009	EXPECTED INCOME EXPENDITURE 2008 / 2009	BUDGET 2009 / 2010	% INCREASE Budget to Budget	% OF TOTAL	BUDGET 2010 / 2011	BUDGET 2011 / 2012
	R	R	R	R	R			R	R
EXPENDITURE									
Employee Related Costs - Salaries & Wages	2 193 202 022	2 933 852 541	2 040 819 993	2 707 564 408	3 320 072 303	13%	22.1%	3 702 493 324	4 056 776 219
Employee Related Costs - Social Contributions	535 189 695	675 930 401	470 170 878	619 038 277	788 285 157	17%	5.2%	867 113 836	953 825 375
Employee Related Costs - Salaries Capitalised		(109 300 184)			(109 300 184)		-0.7%	(109 300 184)	(109 300 184)
Remuneration of Councillors	53 387 900	59 925 690	43 988 980	58 822 885	66 636 377	11%	0.4%	73 300 019	80 630 021
Bad Debts (Provision for Bad Debts)	1 328 566 591	909 249 388	681 937 039	909 249 386	1 142 999 829	26%	7.6%	1 329 734 795	1 520 839 933
Collection Costs	58 374 834	92 117 655	44 287 020	73 951 175	91 466 000	-1%	0.6%	100 612 600	110 673 860
Depreciation	402 733 881	469 787 430	352 340 573	469 787 430	510 566 620	9%	3.4%	561 623 282	617 785 611
Repairs and Maintenance - External cost	779 639 106	1 086 025 067	746 709 584	833 319 735	1 222 194 828	13%	8.1%	1 568 233 985	1 972 803 425
Repairs and Maintenance - Internal charges	144 401 582	526 992 740	336 591 805	437 119 132	614 433 678	17%	4.1%	676 436 730	744 056 690
Interest Expense - External Borrowings	180 080 453	189 738 868	83 081 728	145 790 978	274 795 300	45%	1.8%	302 274 830	332 502 313
Bulk Purchases	3 298 074 075	4 182 960 918	2 759 992 128	4 131 650 245	5 345 503 871	28%	35.6%	6 470 088 436	7 657 526 853
Contracted Services	494 995 579	597 986 931	359 108 762	468 397 301	600 500 816		4.0%	668 636 672	744 948 425
Grants & Subsidies Paid	51 566 325	61 512 250	44 620 617	58 212 158	61 505 000		0.4%	67 655 500	74 421 050
General Expenses - Other	894 384 201	1 010 361 043	522 028 872	716 795 240	1 088 532 877	8%	7.2%	1 044 342 666	1 124 280 464
Loss on Sale of Properties	31 652 079								
TOTAL OPERATING EXPENDITURE	10 446 248 323	12 687 140 738	8 485 677 979	11 629 698 350	15 018 192 472	18%	100.0%	17 323 246 491	19 881 770 055
Internal Transfers:									
Internal Charges	781 009 117	836 012 454	609 047 672	833 074 092	914 882 633	9%		1 005 045 632	1 091 278 028
NET OPERATING EXPENDITURE	11 227 257 440	13 523 153 192	9 094 725 651	12 462 772 442	15 933 075 105	18%		18 328 292 123	20 973 048 083
OPERATING SURPLUS/(DEFICIT)	154 065 726	219 745 091	909 349 118	662 845 028	13 361			21 848 752	49 963 033
Contribution to Capital Budget	599 442 696	98 696 258		98 647 075					
Total Transfers to Cash-Backed Reserves	254 085 168	503 876 772	278 335 560	498 838 005					
Total Transfers from Cash-Backed Reserves	155 181	383 000 000		183 750 000					
Total Other Adjustments	(55 902 669)								
NET OPERATING SURPLUS/ (DEFICIT)	(755 209 626)	172 061	631 013 558	249 109 948	13 361			21 848 752	49 963 033

Operating Income

The operating budget amounts to R14.4 billion (excluding internal charges). The bulk of the income is derived from Assessment Rates and User Charges for Services. The Municipal Property Rates Act will be implemented on the 1st July 2009. Previously, the assessment rates were levied on land value only, whilst as from 1st July 2009 it will be levied on both land and improvements value. In terms of section 46 of the Act, the market value of a property, if sold on the date of valuation in the open market by a willing seller to a willing buyer, is to be realised in the valuation roll.

User charges increased due to a combination of tariff increases, ranging from 9,3% - 30%, and growth of between 0% and 3% (growth only on water sales expected). The highest tariff increase of 30% is the increase on the electricity tariffs. This excludes the possible 2c per kWh that was announced by the Minister of Finance during the 2008 Budget Speech which should be implemented on the 1st July 2009.

The estimate for Interest earned on external Investments decreased by 18% due to the reduction in cash balances. Interest earned on Outstanding Debtors increased by 54%, but Penalties imposed on Property Rates decreased by 51%. This was done as a result of re-classification of interest charges levied on accounts. The net adjustment to the two categories is a 7% increase.

Operating Expenditure

Expenditure on Employee related costs was increased with the following:

- 12% salary increase; and
- R70m for additional posts (including additional positions for the Integrated Revenue Services Unit, R20m for additional nurses to support the newly constructed clinics and R25m for 150 new EMPD MPOs).

The total amount budgeted remains within the guideline of 30% of total operating budget.

Provision for Bad Debts shows an increase of 26%. The target of 95% payment levels have not been achieved in the last two years, and the budgeted payment level has been reduced to 93%. The target in the SDBIP and IDP were retained at 95% for performance purposes, but a more conservative approach is taken in the budget to avoid possible cash constraints during the year.

The Repairs and Maintenance budget was increased by 13% to adequately provide for the maintenance of Council owned assets. Internal repairs and maintenance budget was increased by 17%.

Amounts included in the budget in respect of maintenance levies are as follows:

Service	2009/10	2008/09	2007/08	2006/07
Electricity	R170,639,221	R135 000 000	R107 000 000	R63 000 000
Water	R45 556 000	R38 000 000	R48 000 000	R24 000 000
Solid Waste	R7 000 000	R6 000 000	R5 000 000	R0

2010 World Cup

To fund the 2010 business plan, an amount of R167 million has been made available for 2009/2010 (R127m capital and R40m operating). These amounts are in addition to the amounts to be funded from National and Provincial Government and amounts utilised from the operating and capital budgets of departments.

Tariff Increases

The income budget is based on the following tariff increases (residential) and growth assumptions:

Service	2009/10	2010/11	2011/12
Electricity – growth	0%	0%	0%
Electricity – tariff increase	30%	20%	20%
Water – growth	3%	0%	0%
Water – tariff increase	9,3%	15%	15%
Sewer – growth	3%	0%	0%
Sewer – tariff increase	15,8%	15%	15%
Refuse removal – growth	0%	0%	0%
Refuse removal – tariff increase	15%	15%	15%
Assessment rates – growth	New roll	0%	0%
Assessment rates – tariff increase	New roll	10%	10%

The following social package will be provided during 2009/10:

Free Basic Services – Water and Electricity

Water	Residential Users	6 kl per month
Water	Indigents	9 kl per month
Sewerage	Residential Users	6 kl per month
Sewerage	Indigents	9 kl per month
Electricity	Residential Users on Tariff A	100 kWh per month
Refuse Removal	Indigents	First step free

Assessment Rate Rebates are granted in terms of the newly adopted Municipal Property Rates Policy.

- Residential
 - Indigent owners : Exempt;
 - Child headed households : Exempt; and
 - Pensioners : Rebate of R150 000.
 - Disability grantees/medically boarded persons : Rebate of R150 000;
- In addition to the R150 000 rebate mentioned above, the following further rebates be granted based on the average monthly earnings of the pensioner, disability grantee / medically boarded persons.

Average Monthly earnings in respect of preceding 12 months.	Additional Rebate on assessment rates
R0.00 to R 2 020.00 (2 x State pensions)	100%
R 2 020.01 to R 3 000.00	85%
R 3 000.01 to R 4 500.00	70%
R 4 500.01 to R 6 000.00	55%
R 6 000.01 to R 8 000.00	40%

- Municipal : Exempt;
 - Trading Services - To be rated.
- Sporting bodies : Rebate of 90%;
- Public benefit organizations/Non Governmental Organisations (NGO's) and Cultural Organisations : Exempt;
- Protected areas : Exempt;
- Religious organisations : Exempt;
- Public & Private schools, universities & colleges:
 - Private (Independent) schools : Rebate of up to 100%;
 - Tertiary Institutions : Rebate 20%;
 - Public Schools : Rebate 0%; and
 - Crèches : 100% .

Surplus

The Ekurhuleni Metropolitan Municipality has generated an operating surplus for the last few years. The Metro's accumulated surplus was R5.7 billion as at 30 June 2007 and almost R6 billion as at 30 June 2008, however cash and investments totalling only R3.2 billion (excluding investments in entities of R472m) as at 30 June 2007. This cash has been appropriated in the budgets up to the 2008/09 financial year. Cash resources has reduced to R2.69 billion (excluding investment in entities of R480 million).

The bulk of the balance of the accumulated surplus is comprised of accounting surplus and not cash surplus – this is mainly as a result of the conversion from fund accounting to GAMAP. With the full implementation of GRAP during 2008/09, the accumulated surplus may increase even more, without a corresponding increase in cash balances.

The critical indicator to monitor is available cash. Cash must be categorised between encumbered cash (encumbered investments to fund the redemption of certain external loans), minimum cash balances to be retained as funding of balance sheet reserves and cash available for operations. Provision must also be made for the repayment of the R400m bullet loan which is repayable on the 30th June 2014. There is no zero coupon investment linked to this loan and availability of funds are managed through the long term financing strategy. Encumbered cash, cash to fund reserves and funds to provide for the repayment of the R400m loan will be transferred to a separate bank account to ensure the funds are not utilised for operations.

The current approved funding strategy of the Metro prescribes that 70 days' cash must be maintained. This amount must be kept aside from the cash available for operations to ensure the liquidity of the Metro in the event of unforeseen deviations from the budget, particularly in the event of natural disasters, sharp increases in non-payment or any other unforeseen event.

Amounts left after provision has been made for the 70 days' cash, can be appropriated in the capital budget. At present, the long term financing strategy shows that the Metro does not have 70 days' cash, but ranging between 63 days at the end of June 2008 to as low as 12 days forecast for June 2012.

The long term financing strategy shows the following critical figures:

- Budget projections for the next 10 years;
- Cash generated from operations based on the budget projections;
- Cash utilised per year for the next 10 years (both for operations and for other commitments); and
- Net availability of cash.

4.1.2 CAPITAL BUDGET

The capital budget has increased to more than R2,3 billion. Surpluses generated in prior financial years are utilised to fund capital projects. New loan funding of approximately R800 million per year will be taken up in the next three financial years. In addition to this, external grants of approximately R500 million per year are included in this budget. As in Previous years, the Municipal Infrastructure Grant (MIG funding) funded the bulk of the externally funded projects.

Comparative statistics regarding spending levels for the last number of years are as follows:

FINANCIAL YEAR	EMM APPROVED CAPITAL BUDGET	EMM ADJUSTED CAPITAL BUDGET	TOTAL CAPITAL SPENDING	% Spent on original budget	% Spent on adjusted budget
2002/2003	759 622 636	759 622 636	453 833 448	59.74%	59.74%
2003/2004	1 072 849 474	948 298 920	741 945 655	69.16%	78.24%
2004/2005	1 144 510 445	1 105 784 606	918 443 520	80.25%	83.06%
2005/2006	1 068 493 469	1 036 141 124	849 014 152	79.46%	81.94%
2006/2007	1 267 512 657	1 390 268 794	1 191 131 982	93.97%	85.68%
2007/2008	1 851 542 248	1 753 367 125	1 469 855 534	79.39%	83.83%

The budget will be funded as follows:

- External Grants – R514.4 million; and
- Internal Funds – R1 868 3 million.

The following amounts, per area, will be spent in the next three years in Ekurhuleni:

CCC	Ward Category	Sum of Budget 2009/2010	Sum of Budget 2010/2011	Sum of Budget 2011/2012
Alberton	CBD	18 700 000	16 500 000	20 500 000
	CBD / Developed, Residential	1 200 000		
	Developed, Residential	13 000 000	17 600 000	4 800 000
	Underdeveloped	7 720 000	18 200 000	
Alberton Total		40 620 000	52 300 000	25 300 000
Benoni	CBD	17 300 000	18 500 000	13 450 000
	CBD / Developed, Residential	11 050 000	21 450 000	12 250 000
	Developed, Residential	31 723 200	35 490 000	24 050 000
	Underdeveloped	129 277 747	67 350 200	65 330 500
Benoni Total		189 349 947	142 790 200	115 080 500
Boksburg	All wards	6 840 000	2 000 000	
	CBD	5 850 000	5 000 000	3 000 000
	CBD / Developed, Residential	1 100 000	900 000	1 730 000
	Developed, Residential	21 450 000	9 250 000	7 600 000
	Underdeveloped	43 850 000	48 400 000	47 550 000
Boksburg Total		79 090 000	65 550 000	59 880 000

CCC	Ward Category	Sum of Budget 2009/2010	Sum of Budget 2010/2011	Sum of Budget 2011/2012
Brakpan	CBD	1 200 000	1 600 000	2 000 000
	CBD / Developed, Residential	5 250 000	50 000	500 000
	Developed, Residential	18 000 000	33 021 900	40 621 900
	Underdeveloped	26 550 000	29 900 000	36 600 000
Brakpan Total		51 000 000	64 571 900	79 721 900
Corporate	All wards	326 498 570	340 446 500	324 430 810
	Operational Equipment	1 800 000	5 500 000	2 000 000
	Underdeveloped	270 690 059	143 920 000	212 660 000
Corporate Total		598 988 629	489 866 500	539 090 810
Daveyton	Underdeveloped	45 248 570	16 250 000	13 100 000
Daveyton Total		45 248 570	16 250 000	13 100 000
Duduza	Underdeveloped	40 496 637	38 250 000	62 260 000
Duduza Total		40 496 637	38 250 000	62 260 000
Edenvale	CBD	200 000	2 500 000	4 200 000
	CBD / Developed, Residential	20 853 750	4 530 000	3 030 000
	Developed, Residential	27 036 000	23 940 000	13 400 000
	Underdeveloped		1 574 500	
Edenvale Total		48 089 750	32 544 500	20 630 000
Etwatwa	Underdeveloped	40 693 223	29 193 000	14 847 000
Etwatwa Total		40 693 223	29 193 000	14 847 000
Germiston	CBD	47 350 000	32 652 000	15 150 000
	CBD / Developed, Residential	25 000 000	21 900 000	20 650 000
	Developed, Residential	10 260 000	10 950 000	8 600 000
	Operational Equipment			
	Underdeveloped	7 800 000	6 750 000	6 710 000
Germiston Total		90 410 000	72 252 000	51 110 000
Katlehong	CBD			1 000 000
	Underdeveloped	118 913 234	66 180 000	76 000 000
Katlehong Total		118 913 234	66 180 000	77 000 000

CCC	Ward Category	Sum of Budget 2009/2010	Sum of Budget 2010/2011	Sum of Budget 2011/2012
Kempton Park	All wards	450 000	200 000	300 000
	CBD	57 250 000	25 300 000	27 800 000
	CBD / Developed, Residential	10 500 000	20 550 000	7 450 000
	Developed, Residential	72 220 000	29 350 000	45 760 000
	Underdeveloped	74 399 600	34 300 000	64 900 000
Kempton Park Total		214 819 600	109 700 000	146 210 000
Kwa-Thema	Underdeveloped	70 605 801	72 820 000	44 850 000
Kwa-Thema Total		70 605 801	72 820 000	44 850 000
Nigel	CBD / Developed, Residential	7 926 262		
	Developed, Residential	6 700 000	3 500 000	3 000 000
	Underdeveloped	26 400 000	17 350 000	5 800 200
Nigel Total		41 026 262	20 850 000	8 800 200
Springs	CBD	19 900 000	5 865 000	1 890 000
	CBD / Developed, Residential	13 136 520	3 000 000	12 000 000
	Developed, Residential	1 800 000	7 800 000	5 300 000
	Underdeveloped	52 400 000	20 840 000	28 330 000
Springs Total		87 236 520	37 505 000	47 520 000
Tembisa	Underdeveloped	78 575 802	114 170 000	145 270 000
Tembisa Total		78 575 802	114 170 000	145 270 000
Thokoza	Underdeveloped	58 196 127	25 900 000	48 190 000
Thokoza Total		58 196 127	25 900 000	48 190 000
Tsakane	Underdeveloped	66 840 220	43 850 000	27 203 000
Tsakane Total		66 840 220	43 850 000	27 203 000
Vosloorus	Underdeveloped	56 777 986	54 900 000	35 150 000
Vosloorus Total		56 777 986	54 900 000	35 150 000
Katlehong 2	Underdeveloped	78 047 302	97 317 900	85 977 400
Katlehong 2 Total		78 047 302	97 317 900	85 977 400
Tembisa 2	CBD	1 800 000		3 000 000
	Developed, Residential	400 000		
	Underdeveloped	73 219 700	27 750 000	70 800 000
Tembisa 2 Total		75 419 700	27 750 000	73 800 000

CCC	Ward Category	Sum of Budget 2009/2010	Sum of Budget 2010/2011	Sum of Budget 2011/2012
Furniture	Operational Equipment	10 165 100	8 967 860	9 011 800
Furniture Total		10 165 100	8 967 860	9 011 800
ICT Equipment	Operational Equipment	15 630 384	14 855 350	14 926 500
ICT Equipment Total		15 630 384	14 855 350	14 926 500
Vehicles	Operational Equipment	33 911 182	27 522 500	36 240 000
Vehicles Total		33 911 182	27 522 500	36 240 000
Specialized Equipment	Operational Equipment	43 731 300	44 553 000	46 915 000
Specialized Equipment Total		43 731 300	44 553 000	46 915 000
Other Equipment	Operational Equipment	11 497 418	5 033 690	5 208 790
Other Equipment Total		11 497 418	5 033 690	5 208 790
Specialized Vehicles	Operational Equipment	92 205 000	53 000 000	55 500 000
Specialized Vehicles Total		92 205 000	53 000 000	55 500 000
Grand Total		2 382 685 694	1 828 443 400	1 888 792 900

The above table can also be categorised as follows:

Ward Category	Sum of Budget 2009/2010	%	Sum of Budget 2010/2011	%	Sum of Budget 2011/2012	%
All wards	333 788 570	14.01%	342 646 500	18.74%	324 730 810	17.19%
CBD	169 550 000	7.12%	107 917 000	5.90%	91 990 000	4.87%
Developed, Residential	202 589 200	8.50%	170 901 900	9.35%	153 131 900	8.11%
Operational Equipment	213 940 384	8.98%	159 432 400	8.72%	169 802 090	8.99%
Underdeveloped	1 366 801 008	57.36%	975 165 600	53.33%	1 091 528 100	57.79%
CBD / Developed, Residential	96 016 532	4.19%	72 380 000	3.96%	57 610 000	3.05%
Grand Total	2 382 685 694	100%	1 828 443 400	100%	1 888 792 900	100%

The capital budget is also categorised to illustrate what amounts are spent on the issues identified by the community as their priority needs as part of the IDP process.

These schedules are contained in Section 4.2

4.1.3 ACHIEVEMENTS AND CHALLENGES OF THE METRO

Departmental achievements and challenges

Despite limited resources, Ekurhuleni Metropolitan Municipality has undertaken several key developmental projects and our major achievements include:

Electricity and Energy Department

The Electricity and Energy Department continues to deliver the services under its control in an efficient and cost-effective manner. Customers are able to enjoy the fruits of an almost R200 million injection into electrical network refurbishment over the past few years. This investment occurred in addition to normal capital and operational budgets and will continue until all networks are in an excellent condition. Our network availability figures exceed 99, 76% for the calendar year of 2008. That is, our electricity was on for 99, 76% during 2008.

Free basic electricity remains at a level of 100 kilowatt hour units per month for all customers on Tariff A. Customers in Eskom areas also receive this allocation of free basic electricity costing Council about R3 million per month. These units are purchased from Eskom at commercial small residential customer rates, which is more expensive than Council's own rates.

The energy crisis required a response from the City and this response is in the form of a dedicated organization structure (still to be approved) to manage energy efficiency and renewable energy sources. The proposed new division in the Electricity and Energy Department

will seek to find ways in which the City and its residents can practically save electricity units, this to the benefit of each resident and the country. A large scale solar geyser rollout is in an advanced design phase and careful investigations are being executed and partnerships are being explored.

A maintenance management system ensures that electricity asset maintenance occurs according to set criteria and intervals, bringing the networks back to its original state and intended use. Since July 2008 a total amount of R67,024,286 was utilized on the refurbishment of the networks which is detailed as follows:

Switchgear	R 6 478 822
Cables	R 4 114 249
Miniature substations and kiosks	R 580 091
Substation inspections	R 1 001 361
Transformers	R 1 093 642
Protection and control	R 1 360 273
Earthing	R 31 200
LV connections	R 317 691
Protective structures	R 2 807 291
Overhead lines	R 9 239 666

The restitution of the electrical network in Kwa-Thema is about 90% complete, with the monthly income now approaching R2 million and rising steadily. Similar projects in many other parts of the City assist in creating an electrically safe and

stable environment, contributing to business and personal growth.

Prepayment electricity vending via commercial suppliers has been installed and minor system adjustments are effected as and when required. Our installed base of 150,000 prepayment customers are effectively managed with a minimum of vending system downtime, which shows effective service delivery cooperation is possible between departments such as Electricity and Energy, Finance, ICT and the private sector.

The Housing Department is being assisted in converting rental stock electricity supplies to prepayment metering. Income levels from this source are set to rise significantly. Similarly, close cooperation exists in terms of exploring energy efficiency projects. The Khutsong Women's Hostel saw the first installation of a number of solar geysers, testing the effectiveness of this underutilized technology.

The load shedding difficulties experienced by our customers were managed in a way that saw residential customers taking the brunt of this crisis, but thereby keeping business and industry "in business", and we hope, protecting the jobs of our residents. Government is investigating methods to prevent load shedding from recurring, however, the assistance of every resident and every business is required to save electricity.

The Electricity and Energy Department took the lead in designing service standards for the City and these will be launched in the near future. Every resident will be able to measure the services provided by the City and be in a position to judge the service level achieved against that level which is expected.

The following capital projects are of significance:

- Contract awarded for Electrification of Chief Albert Luthuli Ext 4, 1,670 stands, R28 000 000;
- Contract awarded for Electrification of Winnie Mandela Park Phase 1 & 5,870 stands, R11 000 000;
- Contract to be awarded for Winnie Mandela Park Phase 2, 3 & 4, 4 230 stands, R26 100 000;
- Contract to be awarded for Electrification of Palm Ridge +/- 2,000 stands, R31 000 000;
- Contract awarded for Electrification of Welgedacht, 400 stands, R11 000 000;
- Contract awarded for Electrification of Estelle Park 400 stands, R7 000 000;
- Contract awarded for Palm Ridge Bulk Intake Substation, R15 000 000;
- Contract awarded for Upgrade Bredell Intake Substation, R15 000 000;
- Contract awarded for Witkoppie Substation, R25 000 000;
- Contract awarded for Clay Glass Substation Switchgear, R6 000 000;
- Contract awarded for Restitution Electrical Network Kwa-Thema, R35 000 000;
- Contract awarded for Restitution Electrical Network Langaville, R40 000 000;
- Consultant appointed for the Electrification of Palm Ridge, Chief Luthuli Park and Welgedacht;
- Consultants appointed for the upgrading of R21 Corridor, Benoni Industries, Benburg and Vorsterkoon Substations; and
- Consultants appointed for the Restitution Electrical network Kwa-Thema and Langaville.

Despite all the major achievements, the following challenges still need to be addressed:

- To restructure the Department to function in an effective way, including the structure and resources to deal with major (more modern) challenges such as energy efficiency and climate change;
- To ensure effective value-chains and systems that will facilitate revenue collection;
- Energy efficiency and demand side management projects and strategies to be implemented;
- To expand on customer education; and
- Sustaining an adequate level of service delivery with a limited resources capacity to rise to the challenges facing the economy.

Water and Wastewater Services

In line with National Government and encapsulated in the 2000 Local Government manifesto, Ekurhuleni Metropolitan Municipality is proud to announce that it has sustained free basic potable and sewer services to all communities, since 2002. These essential basic services have been made more readily accessible to many of our communities who did not have access to these services in the past.

The current provision of basic potable water and sewer services are:

- 6 kl potable water to all communities;
- 6 kl waste water to all communities;
- 9 kl potable water to registered indigents; and
- 9 kl waste water to all registered indigents.

Grants were received from the Department of Water Affairs and Forestry (DWAF) to the value of

R10 million during the period 01 February 2007 up to 30 March 2008. Due to the excellent spending this grant by the Water Services Division during the aforementioned period an additional grant has been allocated to the value of R7.5 million to be spend from 01 February 2008 up to 30 March 2009. Most of above-mentioned funds were utilized to develop and implement a water demand management strategy for EMM.

As being a vibrant and developmental City as reflected within Council's vision statement, it has been necessary to review the Water Services Division by-laws to keep in alignment with the changing developmental environment.

The current by-laws are being reviewed and scrutinized to ensure that all oversight and/or omissions has been dealt with and included in the process. These will be tabled to the political structures of Council soon in order to roll-out the public participation process and eventually approval of these by-laws.

Council being a Water Services Authority (WSA) in terms of the Water Services Act is obliged to submit and/or review its WSDP and make it available for public scrutiny. Once again, as in the past the Water Services Division has managed to review its WSDP and will table its review for adoption by Council on time through Council's Integrated Development Plan (IDP) process.

The Water Services Division has managed to conclude its 2 year master plan project for its water and sewer reticulation covering the whole of the jurisdiction of Ekurhuleni Metropolitan Municipality. The total project cost was R4.3 million. This project ensured that all water and sewer lines and related amenities have been captured in a data set with various asset related

fields to be compatible for an asset register.

The Water Services Division has managed to re-deploy its 'Implementation' function from its Corporate Office to District level. This strategic change has been thrust in order to enhance the Capital Investment expenditure of the division.

The Township Development Comment line function which originally placed far from the Corporate Planning Office has now been taken up much closer to the planning function in order to ensure more coherence with master planning.

The Bulk Services Contribution Policy was long overdue and thus is regarded as a major achievement to have this approved by Council. Developers will have to contribute to Council's already capacity stretched reticulations and consequently assist to increase and/or upgrade current infrastructure.

The department still faces the following challenges:

Currently the budgeting process is mostly seen as an annual event, which should rather be a continuous process throughout the financial year. A closer co-ordination relationship needs to be established in order to ensure that more reliable procedures and fast tracking processes are entrenched.

Appointment of Service Providers for the following:

- Feasibility Studies: It is envisaged that consultants, for the various projects emanating from the recent master plan update, are appointed in order to enhance project definition greatly to be included in

Council's Capital Investment Programme; and

- Implementation Projects: Mechanisms have been put in place through the newly introduced organization structure to enhance capital expenditures.

Although the Water Services Division's has an infrastructure asset register it is more important that an appropriate asset management process is established, in order to inform the asset register on a continuous basis and the operating and capital budget accordingly.

In order to ensure a continuous update and review of the Water Services Division's master plan and depot plan books, it is imperative that the master plan and associated models are updated and evaluated on a continuous basis. It is therefore decided to appoint a specialist service provider to maintain and update the water and sewer master plan for a period of 3 years through a bureau concept tender.

The Water Services Division endeavours to reduce the non revenue water (NRW) component to acceptable limits within the next two years. The isolation of supply zone in terms of the master plan can be time consuming and thus the highest priority areas need to be identified at first and addressed adequately in order to impact greatly to the NRW.

The Revenue Unit has been established as part of the Institutional Review process. The structure has been developed to ensure revenue protection and enhancement. The Unit will consist of staff from Water Services, Electricity and Energy and Finance Departments. This has been done to ensure close co-operation between

these Departments and to develop integrated processes and procedures for optimum utilization of resources.

It is important that phase 4 of the Institutional Review process be concluded in order to capacitate the Unit as soon as possible.

Further Challenges:

- Inadequate human resources;
- Shortage of capacity within the division to perform optimally;
- Limited funding (i.e. Capital Budget);
- Management of MIG funding;
- Considering different service delivery mechanisms (section 78 process);
- Current procurement process enhancement;
- Get the basic of service delivery right;
- Un-metered areas; and
- Replacement of ageing infrastructure.

Roads, Transport and Civil Works

Roads

With five of the 20 priority townships earmarked in 2006 for over a R3-billion turnover positioned inside the borders of Ekurhuleni, efforts to surface gravel roads are moving rapidly ahead in many areas. The Infrastructure Services Department has undertaken to eliminate the backlog of gravel roads by 2015 through the turnkey programme termed Fak'imali Uzobona which was initiated in 2004 and to date just over a whopping R1 billion rand has been spent with the construction of roads and stormwater. The achievement of this programme can be summarized as follows:

- Kilometers of roads constructed - 251Km;
- Number of streets completed - 106;
- Kilometers of stormwater constructed - 84Km;
- Number of jobs created - 3745;
- Number of local subcontractors - 138;
- Number of people with accredited training - 1 650; and
- Number of people with non-accredited training - 3 500.

The contract created jobs for 1 731 adult males, 1 922 young males, 800 adult females, 512 young females and 42 people with disabilities.

Accredited training was provided in areas such as first aid, personal finances, kerb laying, concrete works and pipe laying. This involved the upgrading of 325 kilometres of gravel roads to surface standard and construction of associated drainage facilities. Margaret Zuma Street in Tswelopele section, for one, has a new lease on life, with 363 metres of 5,5 metre road upgraded to surface standard, with kerbing on both sides. The programme has since evolve to also address bulk stormwater (rivers, canals and large pipes) under the Stormwater Turnkey to ensure that all the water being collected by the tarred roads is safely collected so that the community is not flooded, which would otherwise be the case.

The programme was implemented on a turnkey basis, with consortia being responsible for the design and construction of the works. Each consortium was a joint venture between a design team and a construction team, and a total of twenty consortia are currently appointed throughout Ekurhuleni.

Building development

Tembisa West Library:

Building Development assisted the Library Services of SRAC, to design and construct a state of the art multi- function/multi-purpose library facility which includes an activity hall. This facility was recognized by the S.A. Institute of Architects and details thereof appeared in architectural magazines, in recognition for its design approach and the effective utilization of environmental-friendly building materials. The big achievement of this facility is the perfect location thereof, which now serves four schools in the immediate vicinity.

Edenvale Driving License Testing Centre:

One of the Building projects in the 2008/2009 – financial year, that could be highlighted, is the excellent offices and service delivery facilities at the Edenvale Licensing department. This R6,9 million building project increases the accommodation available at the Edenvale Licensing Authority in Edenvale. It provides a much improved environment for municipal employees and a major relief for ratepayers alike and enhanced service delivery tremendously.

Customer Care Centres.

The division assisted in the appointment of a consultant who manages all the CCC facilities, in an integrated approach to speed up the provision of 8 new and 12 upgraded facilities to enhance customer service delivery in the entire metro.

Civil Works

The Outdoor Advertising Section managed to compile a comprehensive database of all submissions of applications for advertisements since 2000. It is therefore now possible to have accurate information on all applications which make it easy to manage enquiries and co-ordinate progress regarding approvals and litigation.

The Outdoor Advertising Section developed specifications for all the service providing tenders which can now be advertised in the market who will render the following services in future:

- ID lights;
- Pole - mounted advertisements;
- Bus shelter advertisements;
- Suburban and Industrial Name Boards; and
- Litter Bin advertisements.

Statistics of the poster removal and outdoor advertising income figures show an increase in activities.

Financial year	Actual Income Generated	Surplus (Income exceeded Budget)	% Budget Surplus
2003/2004	R 494 657.86	R 71 057.86	116%
2004/2005	R 1 373 324.36	R 420 324.36	144%
2005/2006	R 2 576 157.84	R 1 731 052.84	304%
2006/2007	R 2 786 788.95	R 1 188 191.95	174%
2007/2008	R 3 553 669.12	R 767 769.12	127%
2008/2009 Partial	R 2 283 673.38	-R 1 208 076.62	65.40%

Building Maintenance

The Building Maintenance section successfully implemented a quotation system, on an “as and when” required basis, for emergency plumbing work.

- BMMS
 - Analysis, specifications and functional requirements were undertaken and completed.
 - The Bid process was completed and the Bid adjudication is in process for the procurement and implementation.
- Lift Systems
 - Consulting Mechanical Engineers were appointed to conduct technical assessments, compilation of contract specifications, and technical contract monitoring and verification for the implementation of the works for the upgrade/ replacement/ modernization of the Alberton and Boksburg Civic Centre complexes.

SAICE/Development Bank Initiative

The appointment of retired engineers under this programme has assisted in expediting bid processes and works requisitions from departments. It is through this initiative that annual tenders were satisfactory completed, thus reducing the bulk of emergency work claims.

Dolomite

The DRMS achieved the establishment/development of a database where all information can be obtained electronically and the info is aligned with the EMM GIS program for use by all departments.

The DRM Section developed specifications and appointed service providers for rotary percussion drilling which enable the section to compile risk classifications and risk zoning maps of all areas underlain by dolomite and therefore, assist in the development of safe municipal building infrastructure.

The DRMS successfully started with a process where all development applications, sub division consolidations etc, of areas underlain by dolomite be scrutinized by dolomite specialist to ensure that developers provide proper services and maintain safe residential developments with dolomite risk management plans in place to monitor the risk associated with development on dolomite. In the long term this practice will save huge amounts of maintenance money for EMM and will also contribute in the prevention of loss of life.

- To complete the implementation of the BMMS and pilot for the building condition assessments.
- To implement subsequent projects for the condition assessment of buildings so as to populate the BMMS database.
- To conduct assessments of all engineering components in EMM buildings including lifts, escalators, air- conditioning systems, back-up generators and to quantify and implement all necessary remedial measures.
- Resistance from Taxi associations.
- Vandalizing and theft at public transport facilities.

Housing

Background

The eradication of the housing backlog is one of the main challenges in Ekurhuleni. The problem is

further compounded by the fact that the informal settlements keep on growing.

The process of creating sustainable human settlements has been characterized by accelerated delivery despite the huge challenges we face in attaining our mission to facilitate, provide and encourage integrated, habitable, stable, public and private subsidized residential developments to ensure viable communities through effective, efficient and accessible service delivery levels.

Finding ways to ensure that everybody living in Ekurhuleni has access to adequate shelter is indeed a challenge. Many proactive steps have been taken with the purpose of creating an environment that lends itself to ensuring that this will be achieved in the shortest possible time.

The Housing Department aims to form a Partnership for Sustainable Housing Delivery with communities. We will continuously strive to realize this through active participation in the community, other governmental departments, organizations, funding organizations and those that can contribute to the building of our communities and not only houses.

Sustainable Human Settlements Integrated Development Plan 2006 – 2025

During 2004, the Minister for Housing launched “Breaking New Ground: A Comprehensive Plan for the Creation of Sustainable Human Settlements”. In response to that the Housing Department has developed the Sustainable Human Settlements Strategic Framework and the Sustainable Human Settlements Integrated Development Plan 2006 – 2025 which was approved by Council. The Comprehensive Sustainable Human Settlements Plan makes provision for a total package of

infrastructure and addresses key aspects in relation to the policy shift from the delivery of houses to the development of sustainable human settlements and quality housing.

The Comprehensive Sustainable Human Settlements Plan is seeking to address the creation of sustainable human settlements through integration of housing typologies and income bands, with provision of adequate standards of social and engineering services to create an equal opportunity living area for all in Ekurhuleni.

Comprehensive Sustainable Human Settlements Operational Plan for 2006 – 2014

In response to the Sustainable Human Settlements Strategic Framework and the Sustainable Human Settlements Integrated Development Plan 2006 – 2025 the Housing Department developed a Comprehensive Sustainable Human Settlements Operational Plan for 2006 – 2014 to expedite the upgrading of Informal Settlements and the Development of Human Settlements.

The core of the reviewed Operational Plan is still the eradication of the water and sanitation backlog as well as the provision of adequate shelter. From April 2008, the responsibility for the construction of Houses has reverted to the Gauteng Department of Housing.

The Council has approved an amount of R180 million per year over the next three years, for the roll out of the EMM/MIG funded Essential Services Programme. In doing this, Council took over the responsibility from the Provincial Department of Housing for the provision of services to Informal Settlements during 2007.

Policy Alignment

Policy measures to implement the operational plans have been put in place in order to achieve the National and Provincial policy directives in compliance with the provisions of the Municipal Finance Management Act.

- Ekurhuleni Metropolitan Municipality Housing Department Gender Mainstreaming Implementation Guidelines and Programme Plan, intended to provide policy guidelines on how the Department will address both the internal and external housing related gender issues and approved by the Housing Portfolio Committee at its meeting held on 14 April 2007.
- Enhancement of the EMMHD rental policy, presenting market related rentals as well allocation and succession procedures. Approved by Mayoral Committee on at its meeting held on 28 August 2008.
- EMMHD Implementation Guidelines for the Allocation of Stands within the Informal Settlement Upgrading Housing Projects approved by the Mayoral Committee at its meeting held on 14 August 2008.
- Land invasion and Informal settlement management programme presented and approved by the Housing Portfolio Committee at its meeting held on 13 January 2009.

Migration Plan

The Housing Migration Plan has been reviewed to address the backlog on the Waiting List, Informal Settlements and Hostels as well as mix income housing pockets on Council owned land to be put out to public tender that will address the overflow

from the Informal Settlements not qualifying for subsidized housing.

The Migration Plan captures the backlog in terms of the housing and informal settlements and provides the links to land and projects for development. It also forms the basis for project applications for subsidies, housing land acquisition and informs the Integrated Development Plan and the Budget.

Flagship Project – Chief Albert Luthuli Extension 6

Phase 1 of the Chief Albert Luthuli Extension 6 Township, announced as a flagship project by the MEC for Housing to deliver on the Breaking New Ground Policy during May 2007, was serviced with water and sewer (approximately 960 stands) for the construction of houses in phase 1 of the development to commence. 450 houses are completed to-date. The area will be developed to comply with sustainable human settlement principles by creating a mix of income, mix housing typologies with social amenities required to serve the community to be settled in the area, as well as the same level of engineering services throughout the area, including the subsidy housing area, entry level, medium income or higher income area of housing that is developed.

The project will also conclude on delivery for the Gabon settlement and will finalize compliance with the outcome of the Modderklip Court Case of 2005.

Number of Houses Constructed

A total of 8,383 houses were constructed versus

7,994 planned in the 2007/2008 financial year through the Community Builder and Special Project Programmes. The Gauteng Department of Housing has set a target of 11,500 houses during their 2008/2009 financial year. A total of 4,040 houses have been delivered until December 2008.

Number of stands serviced

A total of 7,037 stands were serviced versus 13,574 planned through the EMM/MIG funded Essential Services Programme. The aforementioned target was not met as a result of delays experienced from March 2008 to September 2008 in the Etwatwa Extension 18, 34 and 37 projects resulting from the communities not accepting the proposed densifications and smaller erf sizes, which resulted in a substantial decrease in the final number of erven.

13,574 Serviced stands are planned for the 2008/2009 financial year of Council. By December 2008, 3,780 stands were commissioned. Five of the active projects are on target to deliver 14,140 serviced stands before July 2009. Various tenders/bids for the installation of essential services are in the process of being awarded.

Leeuwpoot

The Leeuwpoot land development was also announced as a flagship project by the MEC for Housing during May 2007. The bankability study based on the approved development plan for the area was approved. It is expected to deliver approximately 16 000 housing units addressing the spectrum of housing from the redevelopment of hostels on the site, institutional housing,

affordable rental, Banking charter entry level housing as well as medium and higher income housing. The land development agreement was concluded in February 2009.

Neighbourhood Development Partnership Grant and Twenty priority Townships Programme

In support of the holistic upgrading and renewal of disadvantaged areas in Ekurhuleni, eight applications for the Neighbourhood Development Partnership Grant have been approved by National Treasury, and four of these projects were put out on tender and have been awarded during June 2007 for the planning phase thereof. These projects are aimed at the creation of an environment and renewal of areas so as to attract investment into these areas.

The Twenty Priority Townships Programme is rolled out in Ekurhuleni through focusing the IDP and budget priorities in the identified areas, and monthly monitoring is done to ensure the upgrading of these areas is getting the attention it deserves. The approved (DoRA gazetted) capital component of the grant is R161 million for the period 2008/2009 to 2010/2011. R5 million has been spent in the 2008/2009 (National Treasury Financial Year). An amount of R96 million (approximate application for March 2009 DoRA) is planned for the 2009/2010 budget and R60 million for the 2010/2011 financial year.

Projects include the construction of five Customer Care Centres, access roads to land zoned for business and municipal purposes, street lighting and traffic lights, development of park areas, construction of medium and light industrial and trading area structures and a business development attraction programme.

Accreditation

The level one pre-accreditation business plan was considered by the National and Provincial Departments of Housing. The Gauteng Member of the Executive Council, Mrs Nomvula Mokonyane, in February 2008 granted the Ekurhuleni Metropolitan Municipality in principle approval for level one accreditation and that capacity be enhanced for managing the Housing Subsidy System capturing module.

The Housing Department during July 2008, finalized the Quality Management Plan required to manage level one functions. In this regard, the appointment of a Service Provider is underway to audit the Quality Management Plan in preparation for SABS certification. It is anticipated that this will be complete in June 2009, leading to the process for ISO 9001 certification.

Inclusionary Housing

The Council has approved land for inclusionary or mix income housing development to support the creation of sustainable human settlements, spatial restructuring, densification of nodal areas as well as areas of racial integration. The seventeen portions of land have been approved for these purposes will cater for the Banking Charter development programme. The development plans have been concluded for the land parcels and includes Farrarmere and Old Brakpan Location while the Pirrowville and Witpoortjie land will be put out to tender and other already proclaimed portions of land will be called for proposals for development.

Precinct and Development Plans

Precinct and Development Plans for Kwatsaduza,

Greater Mayfield, Greater Palm Ridge, Mining Belt (Germiston/Boksburg and Benoni/Nigel) and Clayville/Tswelopele has been developed. The Precinct and Development Plans provide support to the Neighbourhood Development Grant application, 20 Priority Township application, inclusionary housing development, land restitution claims and overall support to the Comprehensive Sustainable Human Settlements Plan.

Higher Density Residential Development Guideline Document

The Ekurhuleni Metropolitan Municipality approved the Higher Density Residential Development Guideline Document which allows for choice in housing typology and lifestyle.

The underlying objectives of the guideline document are spatial restructuring and integration, optimizing existing infrastructure and minimizing the need for relocations in the context of the informal settlement upgrading initiative and diversifying housing delivery and tenure options.

The Higher Density Housing initiative is one of the key instruments in the realisation of a more sustainable city, urban efficiencies and urban integration.

The Inxwini project which is currently being implemented encompasses the development of the first medium-high density development within Ekurhuleni and would comprise the following main deliverables:

- Erven on average 80m²;
- Internal water and sewer services;
- Metered water and sewer connections;
- Paved/tarred road and/or walking surfaces;

- Semi-detached or attached walk-up top structures with internal sanitation facility, located on a freehold property; and
- Electricity reticulation (subject to DME/NER/REDs provision).

Urban Renewal

The Housing Department is in the process of developing an urban regeneration upgrading plan for previously designated minority areas with the first phase commencing in Reiger Park and Actonville.

Upgrading for Growth Programme

The "Upgrading for Growth" programme in conjunction with Cities Alliance and funding from the World Bank, linking the comprehensive Sustainable Human Settlements Plan to local economic development and human development are also in the process and the Bapsfontein Informal Settlement, Gugulethu/Everest Informal Settlement and the John Dube Village forms part of Phase I of the programme.

Community Participation and Outreach

An ongoing Community Outreach Programme is followed by the Department to keep the communities involved and informed of housing policies and proposed development of their areas. Twenty five such meetings took place within informal settlements while regular Steering Committee meetings are also held on all projects with regards the delivery of services and houses and other programmes such as Upgrading for Growth, Development Plans, Township applications, Retro and Mining Belt relocations.

Hostel Redevelopment

Business Plans for the redevelopment of the following hostels into self contained family units were approved:

- Buya-Futhi Block G&H;
- Kwamazibuko;
- Sethokga; and
- Wattville.

Municipal Entity

Nomination of members to sit on the board of Ekurhuleni Development Company was advertised and new board members were appointed.

A market survey demand for Social Housing in Ekurhuleni was conducted and the results thereof were noted by Council.

The Council has accepted Twinning relationship with Breda Municipality in the Netherlands with the aim of assisting the Ekurhuleni Development Company to deliver within their mandate (15,000 rental housing units in the next 7 years), to increase the capacity of the Ekurhuleni Development Company to build up a social housing unit and to improve the social housing strategy and the implementation thereof in line with the National Housing Strategy. The Memorandum of Agreement was signed on 24 November 2008.

Rental Stock

Council approved the amendment of the policy in respect of the Council Owned Housing Stock Lease Agreement and the Adjustment of Rental in respect thereof.

The department faces the following challenges:

Capacity Constraints

The capacity to deliver on new tasks allocated to the Housing Department to ensure Urban renewal, Sustainable Settlements and Land assessment are afforded the attention that it requires, results in capacity constraints and delays are experienced within the Department in the implementation of programmes. It is however expected the Institutional Review will resolve the capacity and expertise constraints.

Land Invasion

Land invasion and re-invasion of land identified for development, unsuitable land for development, poorly protected and managed private, parastatal and state land, impacts negatively on the Migration Plan and also disrupts the planning processes.

The protection of suitable land for housing development through invasion control as well as protecting the inflow of people into already existing settlements which makes the planning in the Migration Plan redundant before implementation. The Housing Department has developed the Land Invasion Management Programme to streamline the achievement of this goal and is in the process of reviewing and developing by-laws to enforce land management and curb the mushrooming of informal settlements.

Acquisition of Suitable Land

The rapid increase in land costs and delays experienced in obtaining approvals from the Gauteng Department of Agriculture Conservation and Environment (GDACE) including

Environmental Impact Assessments (EIA) makes the acquisition of suitable land difficult. The timeous acquisition of land for housing development is being activated by the Department to resolve the development challenge.

The timeous acquisition and approved townships on land for delivery on the set targets to eradicate the backlogs in housing.

Budget Alignment

The intergovernmental alignment of the Ekurhuleni budget and other levels of Government to achieve the Growth and Development Strategy as well as the Sustainable Human Settlements principle remains a challenge.

Achieving Greater Densification in Housing Developments

Continuous communication and capacity building with communities in terms of the acceptance of resettlement and densification policy principles in respect of smaller stand sizes and associated house typologies. The aforementioned should be taken into account as a result of the shortage of land suitable for development within the urban edge/development boundary and costs associated with the acquisition and servicing of new land.

Community Safety

A successful Pass-Out Parade for 59 Emergency Services Learnerships was held at Etwatwa Mini-soccer Stadium on 22 November 2008 where a total of 13 newly procured Emergency Services vehicles were handed-out on the same day. The said vehicles comprise of the following:

- 2 x Hydraulic Platforms;
- 4 x Major Pumps;
- 5 X Rescue Pumps; and
- 2 X Grass Fire Units.

The Emergency Services received a total of 7 new ambulances from GPG Health to replace those that were involved in accidents. This enabled Emergency Services Division to improve service delivery and response times.

A total of more than 450 vehicles were delivered to EMPD in October/November and a total of 250 Trainee MPOs graduated on 5 December 2008. The quality of life of the community of the Ekurhuleni was improved as the EMPD work in partnership with our communities and to ensure that our communities are served within the parameters of the Constitution of South Africa, 1996 (Act 108 of 1996) as well as other relevant laws to promote a safe environment that is free from fear of crime. That will also increase

the police visibility in the Ekurhuleni. A new intake of 150 Trainee MPOs are undergoing training at the training academy from January 2009.

The Disaster Management Centre Division and other role players managed to stabilize the situation after the declaration of the xenophobia disaster. The following components associated with other issues were rendered during the xenophobic incident:

- Successful re-integration of displaced people. and
- Provision of basic humanitarian services.

The signing of the Service Level Agreement between the Council and Gauteng Department of Public Transport, Roads and Works enabled the residents of Ekurhuleni to make use of any licensing centre in renewing of vehicles licenses. This was a major break-through in terms of improvement of service delivery. The community benefited from better service delivery and community pride. This was part of a program to bring parity to all areas. The opening of the Help Desk; a function that was previously located at the provincial office. This had a major impact on service delivery and on the turn- around time for deregistration of vehicles and introduction of new vehicles into the e-NaTis. The turn-around time for these transactions has been reduced from 6 months to 72 hrs in most cases.

Over and above that, the new Driver's and Learner's Testing Centre (DLTC) offices were opened at Edenvale CCC. The Licensing Division is in the process of establishing the following service centres:

- Construction of a Licensing Hub in Katlehong 2009/2010;
- Construction of a Licensing Hub in Tembisa 2010/2011;
- Construction of a Licensing Hub in Tsakane 2011/2012;
- Construction of Kempton Park Motor Vehicles and Registration Authority (MVRA);
- Construction of Nigel DLTC;
- Establishment of Drive-thru facilities at:
 - Kwa-Thema;
 - Bedfordview;
 - Alberton;
 - Boksburg;
 - Tembisa;
 - Daveyton;
 - Benoni;
 - Springs;
 - Duduza;
 - Edenvale;
 - Vosloorus;
 - Katlehong Greenfield; and
 - Thokoza.

This is as a result of the Drive-Thru Licensing Renewal Concept that was launched in the Northern Region at Kempton Park CCC to shorten the processing time and avoid the long queues.

The department successfully participated in the following events:

- Aviation exercise with Tshwane and Jo'burg Metro at Lanseria.
- Aviation exercise with ACSA & SAPS at OR Tambo International Airport. and
- Mutual assistance on the outbreak of veld fires at Bela-Bela.

Challenges of the department include the following:

Stamp out fraud and corruption;

- Community Safety readiness for 2009 General Elections, CONFED Cup and 2010 World Cup;
- Reducing disaster risk and vulnerability in high disaster risk communities;
- Achieving legislative requirements for disaster management;
- Unwanted staff turnover;
- Urban Growth exceeds organizational growth;
- Insufficient maintenance of fire hydrants;
- Non-compliance with National Standards and MOU (Ambulance Services);
- Provincialisation of ambulance services;
- Establishment of the Civilian Oversight Committee;
- High number of natural death in the department;
- Human resources for disaster management;

- Reducing disaster risk and vulnerabilities in communities with a high disaster profile;
- Number of suspensions and prosecution as a results of fraud and corruption in the Licensing;
- By-Law enforcement (Emergency Services);
- Engagement with other role players to address access of emergency vehicles in the informal settlement areas;
- High demand of DLTC services;
- Establishment of a Disaster Management Volunteer Unit;
- Age and Condition of Vehicles and Equipment; and
- Establishment of Chaplaincy Unit.

Sport, Recreation, Arts and Culture

Infrastructure

- Resurfacing of 16 hard courts in the various areas: Katlehong, Kwa-Thema, Wattville Stadium, Benoni Central, Germiston, Birchleigh and Phomolong.
- Resurfacing of Germiston Stadium synthetic Track.
- Rehabilitation of Monty Motloutung Community Hall.
- Appointment of contractor for Makhulong Stadium and the progress made thus far.

Programmes

Successful implementation of the Youth Golf development, Olympic Day Fun Run, Ekurhuleni Games, Women's Sports Festival, Gugulethu/ Everest Sports Launch (partnership with Province), Ekurhuleni Half Marathon, OR Tambo

Youth Games, OR Tambo Intercity Games, Sports Academy Soccer Camp, Learn to Swim, and Spirit games for the Disabled (8942 participants).

Governance – formation of structures

Finalising the formation and clustering of the Ward Sports Forums to realize the Declaration of the Ekurhuleni Sport Indaba held in November 2007.

Hosting of events

Hosted the Energade Triathlon Race, Joseph Moqobane 15km Night Race, Open Netball Tournament, Chess Tournament, Pool Tournament, and Schools Summer Baseball Tournament and South African Soccer Legends Workshops.

Challenges

- The completion of the job evaluation process.
- The finalization of the institutional review and
- Inadequate funding for programmes and hosting of events.

Planned Achievements for the Library Services for 2008/2009

- In progress for construction of Phomolong and Vosloorus Libraries;
- In progress with architectural drawings for Langaville and Winnie Mandela Libraries;
- Access to two state of the art mobile library services;
- Alarms installed in all EMM libraries and CCTVs in some libraries;

- Transformed library media collection, services and access to information;
- Approximately 3 600 items of media collection reflecting the South African Society in context and meeting library information needs will be purchased;
- ICT training centre in Germiston Library will be established;
- Access to library information services will be extended as follows - Monday to Thursday from 9:00 to 18:00, Friday 9:00 to 16:30 and Saturday 8:00 to 13:00.
- Access to free Internet Services, LIS offers the public free access to the internet in order to bridge the digital divide which impairs the functionality and cognitive development of EMM Community;
- Capacity building program on computer literacy will be presented to approximately 100 participants;
- Library awareness and opened programs will be presented to attract new users, create awareness and use of library resources and services to approximately 30000 participants; and
- Three Library facilities upgrade according to norms and standards.

Health

Drug Management

90% of fixed facilities adhere to the required standards. A total of 80 staff members obtained Dispensing Course Certificates.

Acute and Chronic Care

A community workshop on acute and chronic diseases as well as 6 mental health awareness campaigns was held.

Quality Assurance

Two (2) In-Depth Programme Reviews were conducted in the current financial year 2008/09:

- Aug 2008: Expanded Programme on Immunization and Integrated management of Childhood Illnesses;
- Nov 2008: Infection Control and Occupational Health and Safety;
- Norms and Standards Workshop held on 16 October 2008; and
- Jointly with a Gauteng Records Task Team designed a Gauteng Standardized Health Record.

Youth Friendly Services

The procurement of 3 Youth Friendly Services units was complimented by a summit held in May 2009.

Expanded Programme on Immunization

A total of 199 178 children were immunized during the Vitamin A campaign that was launched on 8 September 2008. The sustainability of supplement and the National coverage rate of 80% pose a challenge.

Prevention of Communicable Diseases

The department was on high alert with the cholera epidemic experienced in Zimbabwe and Musina. The containment of the disease is challenged by the high social mobility.

HIV and Aids

The department was on high alert with the cholera epidemic experienced in Zimbabwe and Musina. Our continuous battle against HIV & Aids remains a high priority. During 2008/09 the following programmes were implemented:

- Accreditation of 5 new HIV and AIDS Comprehensive Care, Management and Treatment Sites (CCMT), bringing the total number of CCMT sites to 15;
- A total of 14 down referral sites were established to assist in treatment;
- The Care Week door-to-door campaign was conducted from the 12th – 16th May 2008 with 1200 volunteers and 114 Community Support Programme volunteers who invaded the streets of Ekurhuleni and gave education by visiting communities in their homes. 180,151 People were reached through 60,000 houses visited during the Care Week Door-to-Door Campaign and 858 referrals were made to local services including NGOs and Home Affairs Department. The campaign was supported by distribution of HIV and AIDS pamphlets, stickers and condoms; and
- The workplace HIV and AIDS rally was held on the 20th May 2008 at Springs Indoor Centre and was attended by an estimated 3200 employees. Educational road shows targeting employees were

held on 03rd – 13th November 2008. In addition, 65 Ward AIDS Forums have been established to enhance community participation.

Our World Aids Day events reached 331 370 People and 131 284 Houses from January to December 2008 through a door-to-door campaign. 18 Sectoral meetings were conducted to strengthen the sectoral participation on the implementation of the HIV/AIDS Plan, a review and restructuring of the existing AID Council was done during January 2009.

Challenges

The current rate of establishing CCMT sites is insufficient to reach the NSP target of 80% of HIV positive people to be on ARV by 2011. Operational challenges with newly identified CCMT sites also pose a challenge e.g. budget, transportation of drugs etc.

The increase in Multi Drug Resistant patients on TB treatment is of great concern.

Tuberculosis

Three Community TB Imbizos were enhanced by a district TB event in April 2008, where 3 200 were reached.

The 1 154 patients cured brought the pulmonary TB cure rate to 79,6%.

The measurement of event impact on any programme is always very subjective. The high transfer rate and death rate experienced on TB patients are of concern.

Reproductive Health

In addition to the 1 550 women reached through various reproductive events linked to HIV and AIDS taxi ranks were targeted on sexually transmitted diseases where 44 825 people were reached.

A high school debate “Towards an Aids Free Generation” was held that reached 2 666 people.

Early Childhood Development

Seven facilities are under construction in partnership with Gauteng Department of Social Development.

A total of 982 children, recruited from 34 crèches attended the event: “Partnering with Children towards an Aids Free Generation”.

Community Development Programmes

Programmes on all target groups were executed during the year.

The highlights include the following:

- Indigent Support Policy was revised;
- Verification of Indigent status by consultants;
- The Bana-Pele Programme for Orphans and Vulnerable Children was launched;
- Scaw Metals funded 12 youth members for training;
- Emperors Palace funded the training of 50 youth members in technical skills; and
- ABET lessons were implemented for people with disabilities.

Improved Access to Phc

9 new clinics and 13 upgrades/extensions were initiated.

Metro Parks

Achievements

Planting of Trees (EPWP project)

- Fruit Trees
 - 171 people/community people were trained; and
 - 18 669 fruit trees were planted.
- Ornamental Trees
 - 152 people/community people were trained; and
 - Greening of the environment was done in parks, cemeteries and open spaces.

Trained communities gained skill and they will receive recognised certificate through BC landscaping on a unit standard (NQF).

Deploy contractors to maintain all of undeveloped parks and facilities in the Metro.

Grass cutting in disadvantaged areas – Pilot project (EPWP)

Grass cutting in the entire Metro – 15.3million square metres cut by end of December 2008, with an annual target of 26 million square metres. Maintenance of public open space to improve safety in areas was done.

Challenges

Purchase and replacement of old vehicles / tractors for an effective service delivery to the community.

Purchase of additional vehicles for an effective service delivery to the community

Metro Parks: Corporate Office - The directorate is struggling with support services staff due to unbundling of Metro Parks and SRAC. Project Managers are required for the CAPEX projects and special projects.

Other General challenges

Develop undeveloped parks – in progress;

- Redistribute personnel according to areas of responsibility; Resources should be reallocated to previously disadvantaged areas to ensure equity without reducing the level of service in the formerly privileged places – awaiting study to be done by HR on productivity of personnel;
- Redistribute equipment according to areas of responsibility;
- Improve monitoring of grass cutting activities by horticulturists;
- Norms and Standards together with a system of measurement should be used to indicate productivity of workers – awaiting study to be done by HR;
- Improve general supervision;
- Attend to ageing personnel;

- Attend to percentage of budget going to salaries;
- Involve the community in some aspects of the maintenance of parks – in progress (EPWP projects);
- Phase internal staff out through natural attrition (death and retirement);
- Mentor and monitor contractors; cognisant that small contractors do not always own the right machinery and equipment; and
- Appoint an established contractor managing three or four emerging contractors per region.

Solid Waste

Achievements

The Solid Waste Service is experiencing severe challenges at the moment as a result of inadequate equipment, however, it is not all doom and gloom. The projects related to the landfill sites are on target. The Weltevreden landfill site, the cell and storm water development at Rietfontein as well as the cell and storm water development at Simmer & Jack are on track. The installation of gas flares and wells to the value of R10m is 99% complete.

Implementation of PPP projects namely “Keep Springs Clean” – partnership between private sector and the municipality as well as the participation in Clean Development Mechanism of the Kyoto protocol and entering into a contract for procurement of carbon credits.

Procurement of contracts for cleaning, litter picking and mechanical sweeping of certain CBDs after normal working hours took place. The piloting of a small scale non organic recycling initiatives at a value of R400 000.00 was initiated.

Challenges

A shortfall exists on the operational budget for operation and maintenance services of the disposal sites, funds for clearing of illegal dumping, hiring of vehicles and operation contracts and maintain services standards and accommodate the growth in the areas of operation.

The unavailability of specialized vehicles as a result of the average age of the vehicles has been more than 15 years old – This results in refuse removal services not being rendered according to the refuse removal calendar schedule and also backlogs.

Management information is still a challenge, especially with regard to billing and items that are not allocated in the correct vote number of various CCC.

Insufficient funds to replace old outdated collection vehicles which results in frequent breakdowns and

frequent service delivery interruptions.

City Development

Land Use Management Division

Achievements

All the decisions of the Tribunal are distributed to staff electronically making it easier to ensure speedy distribution both internally and externally.

A number of new City Development Inspectors were appointed and all the Inspectors in the Metro have undergone Peace Officer Training. The Training is presented by the Public Safety Department. A list of hotspots was also compiled where additional effort is being focused to achieve the necessary results.

The Department's Tariffs were updated and more streamlined tariffs for copies and electronic information were implemented with the focus on encouraging development and not merely boosting the Council's income base.

The Delegations allocated to the Executive Director were evaluated and a large number of delegations were sub-delegated to appropriate managers at the relevant levels in the Department. This has achieved a lot in terms of speeding up the approval process of applications.

Four new designated officers (DO) were approved by the Portfolio Committee for appointment by the MEC. The Metro in the last year received more applications in terms of the Development Facilitation Act and the new DOs will assist in ensuring backlogs are not formed.

Some progress achieved with regards to Tembisa

ext 7- provincial support obtained in resolving the problem of encroachments.

Challenges

Slow response from service Departments delay finalization of applications.

The delays experienced in the handling of contraventions that are referred to the courts are in many cases unacceptable and the procedures employed in these matters should be streamlined.

Although Phase 1 of the LUMS has been adopted, lack of a uniform LUMS remains a challenge until such time that zoning maps are finalized and adopted.

Corporate Geo-Informatics Division

The department, through the institutional review phase 3, formulated a new division of Corporate Geo-Informatics to render services of GIS and Land Survey to the municipality.

Achievements

Service Provider appointed for the supply of Digital elevation Model (DEM), contour lines and fixed ground control points.

Drafting of a Geographic Information Systems policy for EMM.

Continuous updating and verifying of datasets (cadastre, street centre lines, addresses etc).

Drafting and presentation of a Corporate Geo-Informatics Strategic Plan to the City Development Portfolio Committee.

Played an integral part in the formulation and content of the new valuation roll.

Challenges

Formulation and Implementation of Corporate Geo-Informatics in relation to the institutional review.

Incorporation and stream-lining of Land Survey functions.

Standardization and adherence to single core datasets.

Staff shortage to perform full Corporate Geo-Informatics functions.

Staff retention of scarce skill, resource.

Lack of financial support for GIS related projects.

Integration of GIS and other systems.

Customization of Internet Viewer Mapping System.

Spatial, Environmental and Transportation Planning Division

Achievements

To fast track the Land Use applications, some Local Spatial Development Frameworks (LSDF's) have been approved by the City Development Portfolio. Most importantly are the Germiston and Boksburg LSDF's. The Germiston LSDF is important for the development of the Civic precinct, the Germiston Railway station, the Golden Walk and Pirrowville Housing Development. Germiston is significant because it is the seat of the Council.

A densification strategy was also approved by the City Development Portfolio. This should go a long way to compact the city and curb urban sprawl. Certain strategic and well located areas would have to be utilized for densification mainly nodal areas and identified Corridor.

In the past financial year two new areas were incorporated into Ekurhuleni by the Municipal Demarcation Board for which Council would have to take responsibility. The first is Alra Park informal settlement in Nigel which previously fell in the jurisdiction of the Lesedi municipal area, and the second are the industrial areas to the north of Ekurhuleni on both sides of the R21 freeway which fell in Kungwini. The necessary gazetting of the latter incorporation will be undertaken before the next local government elections expected in 2011.

Major strides have been made to identify retail development nodes in the previously disadvantaged areas. The implementation strategy is being formulated and should be ready for implementation given the global financial crisis. However, the PDA's are ripe for retail development since commuting has become costly.

City Development has played a major role in the integrated planning and coordination of developments in and around the OR Tambo International Airport. Most importantly is the development of the Gautrain especially from Rhodesfield Station and the airport.

Challenges

The major challenge is capacity to formulate LSDFs. The department is in the process of establishing a panel of consultants to assist with the process. The skills base in this discipline is

becoming thin and therefore providing a challenge in the Council's ability to provide spatial guidance through the formulation of, and implementation strategies to integrate society through spatial transformation.

The scope of the division now includes Environmental Planning and might include Transportation Planning as well. These two sub-divisions must be well capacitated.

Urban Management, Development and Control Division.

This division has been newly created with the focus on providing strategic guidance and support to the systems, processes and functions that address the urban environment's ability to perform in a functional, efficient and sustainable way. The broad objectives are to improve the urban environment in EMM by creating an environment that is clean, safe, healthy and conducive to investment. The scope of the urban management challenges ranges from by-law infringements, 'problem' or neglected buildings and/or properties, lack of maintenance of public infrastructure, safety and security, waste (littering, illegal dumping), unmanaged informal traders and poor management and maintenance of public space.

Challenges

Compilation of a strategy that addresses the urban management challenges in a coordinated and sustainable manner.

Allocation of the necessary resources and staff component to execute the strategy.

Development of programmes to address the challenges – i.e. establishment of CIDs, forward looking policy and enabling development control, clean-up and maintain, inform and enforce, optimise operation and management and continuous monitoring and evaluation.

Lack of awareness of institutional arrangements.

Economic Development

Achievements

Launch of One Company One Job November 2008.

Launch of 2010 Economic Opportunities Booklet in August 2008.

Launch of Greater Brakpan Business Linkages Centre in December 2007.

Street Trading

Demarcation and painting of proclaimed trading areas.

Informal Trading Policy Roll-Out and Stakeholder Engagement.

Provision of trading facilities in Natalspruit, Sethokga and Thokoza.

Facilitated formation of Trader Associations.

Job Creation

100 Jobs created through Departmental EPWP Capex Projects.

250 placements made through Job Placement Centre .

SMME Development

180 SMME's trained on finance, tendering and marketing through Business Linkages Centres.

Investment Facilitation

Consol Development in Nigel .

Procter and Gamble – Expansion of Operation in Spartan.

Finance

Project Clean Audit Report has been embarked upon to improve audit outcomes. The audit opinion for 2007/08 has improved from the previous opinion, albeit still qualified. The number of issues qualified on reduced from 2 to only 1. The report is no longer qualified on fixed assets.

The remaining qualification on completeness of revenue is now also only on assessments rates income and not also on metered services

as with the previous year. It is expected that the qualification on assessment rates will be resolved during 2008/09. The implementation of GRAP is currently being addressed and it is anticipated that the 2008/09 audit opinion will be unqualified.

The outcomes of the audits of the Municipal Entities were as follows:

- ERWAT – Qualified;
 - Property, Plant and Equipment – Asset register not complete, valuation of assets could not be verified, entitlement to land could not be verified;
 - Investment in subsidiaries – The financial effects of the discontinued operations were not separately disclosed and accounted for; and
 - Available for sale revaluation reserve – Reserve overstated.
- ERTEC – Unqualified;
- BBC – Unqualified; and
- EDC – Qualified.
 - Property, Plant and Equipment – Useful lives and residual values of PPE not assessed
- Pharo Park – Unqualified
- Phase 2 – Unqualified
- LHI – Qualified
 - Estimate for defects on assets not adequately supported by the basis and assumptions necessary to determine the estimate.

The full implementation of Generally Recognised Accounting Practice (GRAP) is a key focus area at present. In terms of the current approved

accounting framework, all municipalities will have to be GRAP compliant for financial statements prepared for the 2008/09 financial year. This enormous task has been embarked upon with the assistance of the South African Institute of Chartered Accountants through the Siyenza Manje Programme of the Development Bank of South Africa. In terms of this programme, two Chartered Accountants were seconded to the Ekurhuleni Metropolitan Municipality to assist with financial management reforms.

National Treasury has issued Regulations on the Minimum Competency Levels (gazetted on 15 June 2007). In terms of the Regulations City Manager of the Municipality and the Chief Executive Officers of the respective Municipal Entities must ensure that competencies of all financial officials and supply chain management officials are assessed in order to identify and address gaps in competency levels of those officials.

Staff will be assessed on, and must comply with, three areas by 31 December 2012:

- Formal qualification;
- Work-based experience; and
- Unit standards prescribed for financial and supply chain management competency areas.

A Task Team, comprising the Human Resources and Finance Departments as well as the municipal entities, has been established to drive the process of implementation. An initial assessment of the coverage of these regulations identified 405 positions.

A second phase will be embarked on once the essential positions have been assessed. This

second phase will include all other positions within the municipality which have any financial and/or supply chain management responsibilities within the line departments. An initial assessment of key finance and supply chain management competencies, as required by the Regulations, is currently being undertaken. In addition, certified copies of qualifications and details of previous work experience are being collated for further assessment. This will form the basis of future one-on-one assessments of staff and the identification of gaps for which additional training interventions will be arranged.

Performance agreements of senior managers, and training contracts with all other staff, will be updated to contain the requirement of reaching competence by 31 December 2012, along with personal development plans per individual. All advertisements for the filling of positions covered by the regulations now require the minimum qualification and work-based experience, as per the regulations.

Ongoing assessment on progress of implementation is managed through quarterly reporting to the Senior Management Team and half-yearly reporting to Council and National Treasury. Ekurhuleni management perceive the intervention as being a win-win situation for staff and the municipality to benefit from enhanced skills sets in financial management and strategic leadership within the municipality.

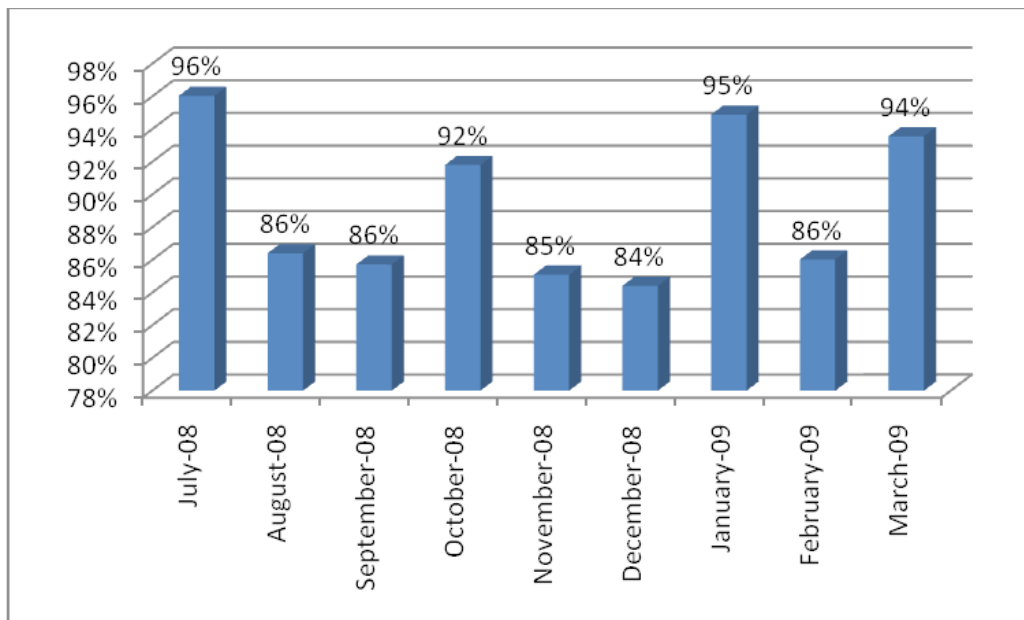
The Ekurhuleni Metropolitan Municipality's was awarded the following Credit Rating by Global Credit Rating Company in 2009:

- Short term credit rating A1+
- Long term credit rating AA

The Ekurhuleni Metropolitan Municipality was also awarded an Aa2.za rating from Moody's Investor Services for 2009.

Payment levels continue to fluctuate and remain the biggest challenge in terms of financial viability.

Payment levels for the 2008/09 financial year-to-date are as follows:



In terms of outstanding debt as at end of June 2008, the follow is observed:

- Including debt write-off, total debt was reduced by 20.52% between 2006-07 and 2007-08.
- If debt write-off is excluded, debt increased by 15.27% (2007-08) and 12.05% (2006-07).
- Excluding debt write-off, debt increased by 29.17% between 2005-06 and 2007-08.
- Interest as at 30 June 2008, represent 15.24% of total debt.

The implementation of the Municipal Property Rates Act, was a further milestone achieved by the Metro. In terms of this Act, all municipalities have to levy property rates based on land and improvements value (market value) as from 1 July 2009. In the past, assessment rates were levied based on the Provincial Ordinances. In Gauteng, only land value was used for levying purposes. The valuation roll has been prepared and handed over to the Municipal Manager for publishing on 2 February 2009. The valuation roll was made available for public inspection from 9th March 2009 at the Customer Contact Centres and online on the municipal website. The objection period was open up to the 17th April 2009, with full implementation on the 1st July 2009.

Challenges

Payment levels remain the department's biggest challenge. The target of 95% annual payment level has never been met. At present, the average payment level for the year is 89%. The budget was compiled on the assumption that a 95% payment level will be achieved for the year. Lower payment levels result in less cash being available to meet the service delivery challenges, and, if sustained, can lead to liquidity problems.

The full implementation of all accounting and financial reforms, with the achievement of an unqualified audit opinion is a further challenge, but one that we expect to meet before the end of June this year.

Legal and Administrative Services

The Department Legal and Administrative Services as primarily a support services department provides proactive, professional and responsive Legal and Administrative support service to the Ekurhuleni Metropolitan Municipality and all its structures as enhanced in the key focus areas of the GDS 2025 and embodied in the IDP. The Department's focus area is to guide, advice and enhance good governance processes within the Constitutional framework by providing innovative and excellent administrative support services.

A year ago the department acknowledged various challenges and indicated that these are to a large extend the result of serious capacity problems which will be addressed in the new financial year by way of a number of interventions such as inter alia improved control systems and re-alignment of certain sections.

The Department is therefore proud to highlight a few of its achievements as follows:

- As a point of departure an inclusive process of introspection was embarked upon involving the total management team of the department as well as the Portfolio Committee for political guidance;
- A comprehensive Service Charter to be used as a yardstick in providing the proactive, professional and responsive support service the Department is striving to has been compiled;
- In-depth discussions and planning were done as part of the present Institutional Review process to re-align sections and services to enable the department to render a better and more focused service with the available resources;
- The legal section which has been a major cause for concern has been re-aligned, numerous vacancies filled and the improvement of services as a result of these steps should become apparent during the next reporting period;
- Populating of a centralized Property Management System has begun which will greatly enhance data on all municipal owned properties;
- The Municipal Code is in the process of being updated to ensure that uniformed By-laws are in place for the whole of Ekurhuleni;
- A uniformed Record Keeping System has been rolled out to all Departments to ensure the

safekeeping of all records generated;

- Higher than 75% success rate in legal actions that council is involved in;
- Input in implementation and application of the Supply Chain Management Policy;
- Valuable input to assist Mayoral Committee and various other structures to finalise decisions;
- Effective operation and support to all 88 Ward Committees; and
- An effective implementation of nationally approved Archive system.

Quarterly report back sessions coinciding with the quarterly SDBIP reports are held to monitor progress of improving service delivery and progress during the past financial year indicates a positive trend of improved support services being rendered.

Some of the short term challenges in realizing the departmental goals are:

- Finalization and roll out of Phase IV of the Institutional Review;
- Additional funding for critical positions required to comply with inter alia enhanced legal compliance and councillor support functions; and
- Improved departmental control systems.

The Department acknowledges that with historical operational challenges presently encountered, progress on the road to excellence it is working towards will be slow and often laden with obstacles. But the Department is convinced that with dedicated and focused efforts the Department will achieve its goals of enhanced support services to all its stakeholders.

Information and Communicatios Technology

Building the Next Generation Network

Most of the Metro owned entities suffer from the lack of connectivity at required bandwidths, for example the Metro has deployed VOIP and is in the process of rolling-out MPLS, however these solutions may suffer due to the lack of capacity in the existing Wireless (Radio) WAN and Wired (Fiber Optic Cable) WAN. These conditions tend to deteriorate due to the costly connectivity and rental costs of the current telecommunication providers making sure that only a minority has access to Technology.

With the implementation of aerial and underground fiber optic infrastructure the following benefits were achieved:

- Reduction in Telkom telecommunication cost;
- Laying foundation for the last mile wired and wireless solutions;
- Shorter response time on request for new connectivity services;
- Elimination of business performance risk resulting from rented bandwidths;
- Availability of a robust, stable and scalable networking environment;
- Availability of higher bandwidth over the WAN for additional and critical bandwidth intensive applications for future use;
- Ease of operational and support functions on EMM's overhead fiber optic cable; and
- Provision of a well managed and structured WAN infrastructure.

Achievements

Fibre Description	Length
48 Core Aerial fibre	343 km
96 Core Underground fibre	230 km

Twenty broadband connectivity sites have been commissioned so far. The services offered to EMM and later to its citizens are managed voice services, secure resilient data video network. The consolidation of voice and data is an ongoing journey.

Furthermore the broadband wireless coverage within Ekurhuleni boundaries has rapidly increased from 55% to 85% over the past year through a tightly managed implementation programme of Infrastructure rollout projects. In particular focus was given to critical points of operation such as EMPDs, CCCs, Roads departments and Fire stations. Additional connectivity was provided to clinics, Libraries and pay-points, thereby improving service delivery to previously isolated areas.

Wireless Infrastructure now consist of 37 Base station Hi-Sites providing connectivity to over 200 Ekurhuleni end-points. Bandwidth capacity to all Hi-sites has been increased from 54 to 100Mbps greatly enhancing the end-user experience and improving the Metro's operational efficiency. Network expansion was designed to NGN standards and engineering activities were focused on providing appropriate and sustainable technology solutions.

Pilots of special interest completed this year included providing free high speed internet access to 10 schools and data connectivity to electrical sub-stations to facilitate live remote management.

The deployment of Safend (Endpoint Security) has reached completion of its first milestone to deploy 4 500 Safend clients with the "Allow-all, with logging" policy. This means that EMM now has granular visibility of endpoint usage of 4 500 of its endpoints. This enhances EMM's internal data security and diminishes the opportunities for information theft.

IPLocks (Database Monitoring and Auditing) rollout has been completed. Suprima and IMS environment have IPLocks implemented, providing them with customised business rules/alerts for suspicious behaviour and information on vulnerabilities, privilege, metadata and content monitoring.

IntellinX Solution (Visibility and real-time monitoring of applications) have been successfully implemented. All Income and Expenditure related activities are currently being recorded. This gives the Metro complete visibility and replay capability of all transactions enabling fraud detection and prevention and forensic investigation content.

The department is currently migrating users from the Ekurhuleni.com to the Ekurhuleni.gov.za domain. Making sure that there is less interruption of communication contact but joining the government domain as oppose to commercialised domain.

Customer Relationship Management – Enhancing "The Batho Pele Principles"

Customer Relationship Management is the software purchased by the Metro to assist in acquiring and retaining customers, by gaining customer insight, and aligning the EMM on customer-focused strategies. The system will be mostly used by employees who are dealing with customers on a daily basis, and this will enable both the employees and the customers to have a

meaningful interaction on whatever the enquiries the customer might have. The system is designed so that customer history, from payments to complaints is all integrated under one umbrella giving a customer a single view. To the customer, this means the time and effort the Municipality devotes to learning about them shows a dedication and commitment to service. To EMM, it means The Batho Pele Principles are achieved and at all levels as promised to the people.

The CRM system will be responsible for: provision of a single point of accountability for customer relations management; establishing a high standard of customer relations management issues and monitoring performance against set standards; management of Service Level Agreements; provision of a single customer database and centralized reporting; management of physical channels (Customer Care Centres and pay points); management of electronic channels; and ensuring Metro revenue is enhanced and managed through critical functions such as credit control and improved workflow and speedy response to the Citizens.

ICT Capacity Building Programme

The EMM is currently embarking on a learnership programme to skill the community in the ICT as scarce skills and ensuring that the community is employable. For 2008/9, a fourteen month programme of fifty (50) young women who are ready to graduate was undertaken. With the help of the business sector by ensuring that these young women are also exposed to the working experience and are also mentored and capacitated with the life skills, the programme has been very successful. As we continuously endeavour to ensure that the community also leverages and benefit from the growth of Technology another intake for 2009/2010 of fifty students is being planned. Communities will continuously increase the need to access to technology, information,

entrepreneurship, innovation and Global trends and through Technology all barriers are removed and extra ordinary possibilities are achieved.

Partnerships on Community Capacity Building Endeavours

A call centre with thirty five (35) call centre seats has been established at the Ekurhuleni Eastern College. The Centre is funded by the Department of Communication in partnership with the EMM, the College and private sector. The primary focus of the centre is call Centre training and also for the business to buy the sits for their business support needs reaching out the world. The third Siyafunda Centre at Kwa-Thema has been established. The centre main focus is ICT training enabler. The community will also benefit by also using the centre to access mail boxes, accessing the internet for various needs. These centres are fully funded by the Private Sectors and the EMM provides connectivity as extension to the EMM library Kiosks.

Human Resources

Education, Training and Development has awarded 122 bursaries were awarded for 2009. Further, 8 Learnership Programmes have been advertised. The Education, Training and Development Division has also appointed a Service provider for the review of the HRD Strategy and the Project Plan has been developed.

Institutional Review

Achievements

Completion of the Institutional Review Phase III (alignment of Departmental Top Structures to the Top Structure of the EMM, as approved during Phase II of the Institutional Review), as Council approved the Institutional Review Phase III report on 15 May 2008.

Compilation of draft proposed structures, Institutional review Phase IV, which consists of structural proposals to align all Divisional Structures of Departments to the approved Top Structures of Departments.

Productivity

Productivity Awareness Program – Achievements: five OM Practitioners were trained by Productivity SA as trainers to start the Productivity awareness program in Ekurhuleni Metro.

Analysis to determine under representation of PDGs.

The Employment Equity Division has conducted an analysis of under representation in all the Departments. To this end, an Employment Equity quarterly report served at the November 2008 Employment Equity and Skills Development Forum.

Communications and Marketing

Some of the highlights of the current financial year (2008/2009) are as follows:

- Various Mayoral Breakfast functions were held for i.e. women, the aged, disabled and business stakeholders;
- Various events were held honouring women in Ekurhuleni, especially during the month of August;
- The Mpho Madi fundraising breakfast was a great success, as well as the launching of the Community Technology Centre in Wattville;
- October month was once again dedicated to life and legacy of O.R. Tambo and we had the memorial lectures, gala dinner, music festival and unveiling of the tombstone in Wattville together with a wreath laying

ceremony to celebrate this month;

- A highlight of the year is the annual Excellence Awards Gala event through which employees were recognized for service delivery excellence and going the extra mile in Ekurhuleni;
- Furthermore 13 new fire trucks were launched in Daveyton and the Metro participated in the 16 days of activism against child and women abuse campaign;
- The Communication and Marketing Department also assisted in the planning of the annual Business Week – this year focusing on business in townships;
- The Website was redesigned together with ICT and the new legally compliant Website was launched in 2008; and
- Monthly external newsletters were printed and distributed through the monthly accounts and internal newsletters were published on a bi-monthly basis together with a weekly bulletin.

The following annual publications were produced:

- Annual Reports and Mid-Term Report
- Budget pamphlets;
- Commemorative events publications; and
- Diaries, desk pads and calendars, calendar of events.

An extensive valuation roll project awareness campaign was undertaken through which residents were informed on the new processes through which their properties will be assessed and valued. Information material was also designed to inform residents on the dangers of dolomite and how that can contribute in the prevention of sinkhole formations.

The Department hosted the mainstream, regional and national media at various intervals to strengthen relationships. Media releases were issued on various service delivery challenges such as electricity failures, potholes, refuse removal challenges etc. The Media Section facilitated media coverage for council meetings and mayoral press conferences.

Support was provided by Services Marketing in a number of projects over the past year. These projects include developing an investment prospectus on the Albertina Sisulu Corridor, developing strategies for Youth Month, Women's Month, OR Tambo Month as well as Chris Hani Month.

For Community Safety Services, Marketing rolled out festive season campaigns such as the Arrive Alive and Pedestrian Safety. A marketing strategy for 2010 was co-ordinated and the 2010 Business Plan launched together with the 2010 Office. The Department is also busy with a municipal By-laws campaign, Licensing campaign, CCC Awareness campaign and the promotion of new telephone numbers for the Ekurhuleni Metropolitan Municipality.

Customer Care Centres

Achievements

- Establishment of the Call Centre;
- Establishment of the Customer Relations Management system;
- Service Standards to be launched in June;
- Better and improved access to services by Customers;
- Improved inter-governmental relations through Thusong Centres and CDW;
- Improved public participation; and
- Drafting of Ward based/budget plans.

Challenges

Staffing of CCCs;

Appointment of construction staff to build new CCCs.

4.1.4 ESTABLISHMENT OF A REGIONAL ELECTRICITY DISTRIBUTOR (RED)

Ekurhuleni Metropolitan Municipality (Electricity) is actively taking part in the national drive to restructure the electricity industry by supporting the EDI Holding Ltd.

Some preparation work such as the ring fencing of the Ekurhuleni Metro Municipality's electricity business was completed in support of the Parliament decision to establish six Metro REDs.

All legal steps in terms of the provisions of Section 78 of the Local Government Municipal Systems Act, 2000, and Section 84 in terms of Local Government Municipal Finance Management Act have been completed for the establishment of a municipal entity in the form of a private company (the "entity") for the electricity distribution function of the Municipality. These processes were finally approved for implementation by Council on 26 October 2006.

On 26 October 2006, EDI Holdings announced the revised Cabinet decision regarding the restructuring of electricity distribution industry. Cabinet approved, on the 25th October 2006, the creation of six wall to wall Regional Electricity Distributors (RED's) as public entities, in terms of the Public Finance Management Act, and for those RED's activities to be regulated by the National Energy Regulator of South Africa (NERSA).

Despite the lack of new electricity distribution

industry restructuring legislation, which will ensure the removal of any ambiguity around regulation of the electricity sector, the promulgation of an asset transfer framework, and the development of a national tariff harmonization framework, Ekurhuleni Metro Electricity will proceed with the establishment of a ring fenced Electricity and Energy Department within Ekurhuleni Metro.

Representatives from Ekurhuleni Metro will fully participate and support the EDI Holdings Company as custodians of the RED establishment process.

Schedule 1	Operating Revenue by Source	page 30
Schedule 2	Operating Expenditure by Vote	page 31
Schedule 2(a)	Operating Expenditure by Government Financial Statistics (GFS) Classification	page 33
Schedule 3	Capital Expenditure by Vote	page 34
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Schedule 4	Capital Funding by Source	page 37

SCHEDULE 1 REVENUE BY SOURCE	Preceding Year 2007/08	Current Year 2008/09			Medium Term Revenue and Expenditure Framework		
		Audited Actual A	Approved Budget B	Adjusted Budget C	Full Year Forecast D	Budget Year 2009/10 Budget E	Budget Year +1 2010/11 Budget F
	INCOME						
Property Rates	2 270 934 535	2 453 503 030	2 453 503 030	2 342 657 974	2 652 591 263	2 917 850 389	3 209 635 428
Plus Penalties Imposed	38 036 624	206 022 075	206 022 075	102 464 843	100 345 916	21 106 321	23 216 954
Service charges - electricity revenue from tariff billings	3 291 695 146	4 207 671 200	4 558 259 553	4 223 414 023	5 905 428 908	7 144 164 963	8 617 980 072
Service charges - refuse removal from tariff billings	404 660 429	455 507 210	455 507 210	455 635 928	534 251 414	610 291 306	699 503 757
Service charges - sanitation revenue from tariff billings	505 761 109	449 178 259	449 178 259	463 590 837	532 795 917	609 592 657	697 620 367
Service charges - water revenue from tariff billings	1 294 621 416	1 458 289 812	1 543 073 412	1 632 658 823	1 744 863 620	2 031 128 296	2 306 165 682
Service charges - other	37 486 178	45 331 730	45 331 730	47 962 183	44 495 814	48 212 063	52 264 961
Rent of Facilities and Equipment	44 579 884	46 182 168	46 182 168	38 604 324	45 135 304	49 648 835	54 613 731
Interest Earned - External Investments	351 156 808	219 283 026	219 283 026	171 587 630	179 218 841	179 261 590	179 308 724
Interest Earned - Outstanding Debtors	446 171 662	260 000 002	260 000 002	438 796 890	400 000 020	440 000 022	484 000 024
Fines	77 793 871	96 928 502	96 928 502	93 072 467	86 986 620	95 685 283	105 253 814
Certificates & Permits	29 420 007	28 198 035	28 198 035	39 729 484	29 018 987	31 920 890	35 112 979
Income from Agency Services	143 093 141	157 923 733	157 923 733	149 583 857	165 158 976	181 674 881	199 842 370
Operating Grants & Subsidies	2 062 157 752	2 240 287 946	1 997 214 426	1 896 587 140	2 343 228 440	2 703 843 710	2 958 452 564
Capital Grants		499 379 942	499 379 942	397 064 977			
Deferred Income					192 937 500	212 231 250	233 454 375
Municipal entities	3 181 412						
Other Income	31 810 412	67 704 302	81 683 263	43 449 129	72 988 878	80 287 776	88 316 566
OPERATING INCOME GENERATED	11 032 560 387	12 891 390 972	13 097 668 366	12 536 860 509	15 029 446 418	17 356 900 232	19 944 742 368
Less: Income foregone	567 057 897	717 807 590	717 807 590	607 259 366	625 674 268	688 241 697	757 065 866
TOTAL OPERATING INCOME	10 465 502 490	12 173 583 382	12 379 860 776	11 929 601 143	14 403 772 150	16 668 658 535	19 187 676 502
Internal Transfers:							
Internal Recoveries	915 820 676	1 330 907 507	1 363 037 507	1 196 016 327	1 529 316 316	1 681 482 340	1 835 334 614
Internal Transfers - sub-total	915 820 676	1 330 907 507	1 363 037 507	1 196 016 327	1 529 316 316	1 681 482 340	1 835 334 614
NET OPERATING INCOME	11 381 323 165	13 504 490 889	13 742 898 283	13 125 617 470	15 933 088 466	18 350 140 875	21 023 011 116

Column Definitions:

A. The audited actual for 2007/08 as per the audited financial statements.

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C. The budget for 2008/09 budget year as adjusted by council resolution in terms of section 28 of the MFMA.

D. An estimate of final actual figures (pre audit) for the 2008/09 budget year at the point in time of preparing the budget for the 2009/10 budget year. This may differ from C.

E. The amount to be appropriated for the 2009/10 budget year.

F. The indicative projection for 2010/11

G. The indicative projection for 2011/12

SCHEDULE 2 OPERATING EXPENDITURE BY VOTE	Preceding Year 2007/08	Current Year 2008/09			Medium Term Revenue and Expenditure Framework		
		Audited Actual A	Approved Budget B	Adjusted Budget C	Full Year Forecast D	Budget Year 2009/10 Budget E	Budget Year +1 2010/11 Budget F
	Political Office	154 262 653	173 554 756	184 805 374	176 525 775	394 114 896	433 012 223
City Manager	21 289 724	22 485 648	20 606 987	25 157 215	17 844 353	19 535 523	21 296 228
Special Project Manager - Organisational Performance	8 615 999	12 022 441	10 419 811	4 710 970	4 022 188	4 329 215	4 663 328
Special Project Manager - 2010 and other Projects	8 670 355	71 430 804	61 086 174	19 863 686	65 170 182	31 574 522	33 506 424
Risk Management	53 517	1 832 077	1 830 447	881 415	1 942 253	2 115 610	2 304 634
Deputy City Manager - Operations	13 225 174	4 438 083	4 323 862	4 292 107	8 505 599	9 345 410	10 268 144
Deputy City Manager - Corporate	8 374 437	21 847 109	23 861 309	5 734 087	3 265 785	3 582 529	3 930 062
Deputy City Manager - Strategic	1 966 433	2 120 630	2 116 355	2 462 570	2 684 492	2 942 188	3 224 697
Council General	152 824 720	361 079 742	328 116 570	136 552 831	306 028 172	536 976 156	777 522 031
Customer Care Centres	24 157 308	20 924 982	24 499 464	22 849 735	50 492 377	55 917 978	61 913 951
Electricity and Energy	3 169 365 615	3 917 416 172	4 321 622 714	4 012 741 101	5 571 863 071	6 744 557 170	7 890 453 991
Infrastructure Services							
- Water and Wastewater	1 762 911 459	2 048 232 598	2 181 127 967	2 053 764 046	2 509 896 820	2 735 002 978	3 135 110 484
- Roads, Transport and Civil Works	803 675 459	932 633 506	937 393 158	861 832 689	1 046 223 393	1 160 740 095	1 284 476 976
Solid Waste	563 569 813	564 686 214	601 381 808	566 238 382	748 271 075	828 143 882	914 652 015
Health Department	290 931 290	348 738 114	351 182 904	347 390 153	417 223 214	456 492 337	499 391 788
Community Safety	470 406 812	527 490 067	522 969 620	542 546 591	570 383 945	623 655 488	685 569 445
Ekurhuleni Metro Police	418 210 854	448 223 025	450 096 876	561 492 903	539 461 722	603 776 503	665 887 130
Sport, Recreation, Arts and Culture	360 054 081	412 244 011	417 016 975	411 300 554	442 943 008	484 439 589	532 590 746
Metro Parks	290 310 078	348 953 363	362 397 721	337 393 800	443 195 922	488 630 629	537 886 990
Housing	361 079 974	567 386 781	254 852 684	218 035 640	190 094 759	213 195 440	238 265 660
Finance	1 639 223 719	1 569 269 811	1 495 981 274	1 334 156 603	1 589 760 503	1 782 242 721	1 979 690 915
Springs Fresh Produce Market	9 095 880	10 573 148	10 481 840	9 863 542	12 534 573	13 796 865	15 178 803
Human Resources Management and Development	115 069 454	122 826 993	137 437 249	125 602 756	157 519 767	172 522 418	188 568 368
Information Communication Technology	128 113 368	152 738 313	172 744 905	150 751 644	206 401 682	228 685 755	253 099 164
Fleet Management	48 571 509	59 809 722	59 208 532	58 052 007	71 940 305	79 317 972	87 354 616
Tourism		3 568 660			222 135	244 350	268 785
Corporate and Legal	213 659 333	257 234 872	252 846 459	232 250 605	230 672 754	253 759 145	277 803 316
Economic Development	19 101 929	33 154 008	35 079 583	21 996 813	33 001 886	35 877 839	38 859 267
City Development	63 707 085	99 059 924	96 206 324	71 041 440	104 506 326	113 564 784	124 586 657
Environmental Development	66 758 002	82 206 242	107 669 708	77 282 380	92 984 185	102 114 732	112 134 946

SCHEDULE 2 OPERATING EXPENDITURE BY VOTE	Preceding Year 2007/08	Current Year 2008/09			Medium Term Revenue and Expenditure Framework		
		Audited Actual A	Approved Budget B	Adjusted Budget C	Full Year Forecast D	Budget Year 2009/10 E	Budget Year +1 2010/11 F
	Communication and Marketing	40 562 894	44 261 230	46 726 471	37 187 265	45 247 596	49 324 298
Integrated Development Planning	3 949 392	4 956 275	9 632 621	12 073 803	17 376 138	18 155 408	19 006 350
Research and Development		4 014 027	3 684 450	2 470 404	5 495 209	5 976 749	6 502 010
Internal Audit	17 168 533	32 529 778	33 744 996	18 263 383	31 784 820	34 743 622	37 971 011
Regional Management				13 547			
OPERATING EXPENDITURE BY VOTE	11 248 936 855	13 283 943 126	13 523 153 192	12 462 772 442	15 933 075 105	18 328 292 123	20 973 048 083
APPROPRIATIONS:							
Contribution to Capital Budget	599 442 696	100 000 000	98 696 258	98 647 075			
Total Transfers to Cash-Backed Reserves	254 085 168	503 379 942	503 876 772	498 838 005			
Total Transfers from Cash-Backed Reserves	(155 181)	383 000 000	383 000 000	183 750 000			
NETT OPERATING EXPENDITURE	12 102 619 900	13 504 323 068	13 742 726 222	12 876 507 522	15 933 075 105	18 328 292 123	20 973 048 083

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- E. The amount to be appropriated for the 2009/10 budget year.
- F. The indicative projection for 2010/11
- G. The indicative projection for 2011/12

Schedule 2a Operating Expenditure by GFS	Preceding Year 2007/08	Current Year 2008/09			Medium Term Revenue and Expenditure Framework		
	Audited Actual A	Approved Budget B	Adjusted Budget C	Full Year Forecast D	Budget Year 2009/10 E	Budget Year +1 2010/11 F	Budget Year +2 2011/12 G
	Executive & Council	468 289 758	635 541 327	630 985 454	526 079 598	747 942 804	783 914 720
Finance & Admin	2 150 847 545	2 388 543 977	2 384 594 616	1 911 749 475	2 555 414 170	3 191 701 200	3 542 564 511
Planning & Development	97 330 116	134 846 065	136 157 106	99 366 035	151 536 559	163 951 132	170 156 115
Health	505 349 945	523 269 532	524 806 873	564 707 962	629 421 797	691 932 709	737 788 990
Community & Social Services	165 934 559	185 876 551	188 383 878	186 321 256	221 293 193	240 323 210	264 702 864
Housing	198 435 959	567 323 572	254 164 341	215 947 374	190 037 301	213 133 680	198 937 808
Public Safety	614 240 926	771 832 614	770 601 658	855 331 810	842 684 759	933 460 640	993 993 962
Sport and Recreation	509 876 403	574 213 692	573 090 626	559 004 123	648 987 709	716 313 397	724 931 961
Environmental Protection	10 985 984	10 252 950	9 843 510	8 856 168	15 704 352	17 145 012	18 710 856
Waste Management	673 277 452	578 885 856	599 526 460	569 375 283	799 048 728	888 071 796	959 957 007
Road Transport	704 273 382	906 621 598	902 433 199	873 386 387	975 781 367	1 082 359 240	900 497 330
Water	1 783 915 296	2 047 604 589	2 159 517 607	2 082 852 420	2 331 365 920	2 550 664 331	3 497 962 043
Electricity	3 309 170 253	3 915 835 928	4 282 004 227	3 974 900 792	5 784 534 773	6 812 198 958	8 172 104 497
Air Transport	1 222 322	601 381	401 596	213 799	500 000	560 000	627 200
Tourism	21 925 480	31 704 974	52 837 942	21 167 030	22 223 092	24 222 826	25 973 951
Markets	12 182 060	10 584 708	13 716 522	13 512 930	16 598 581	18 339 272	20 247 450
OPERATING EXPENDITURE BY VOTE	11 227 257 440	13 283 539 314	13 483 065 615	12 462 772 442	15 933 075 105	18 328 292 123	20 973 048 083

Column Definitions:

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- E. The amount to be appropriated for the 2009/10 budget year.
- F. The indicative projection for 2010/11
- G. The indicative projection for 2011/12

SCHEDULE 3 CAPITAL EXPENDITURE BY VOTE	Preceding Year 2007/08	Current Year 2008/09			Medium Term Revenue and Expenditure Framework		
		Audited Actual A	Approved Budget B	Adjusted Budget C	Full Year Forecast D	Budget Year 2009/10 E	Budget Year +1 2010/11 F
	CCC's	13 662 996	31 946 100	43 145 322	36 673 524	95 299 721	4 882 900
City Development	728 441	6 360 000	3 610 000	3 068 500	3 325 000	3 550 000	2 850 000
City Manager	1 443 852	1 200 000	589 292	500 898	87 500	100 000	100 000
Communications and Marketing	153 004	400 000	514 450	437 283	332 500	456 000	520 000
Community Safety	33 234 406	81 419 600	97 498 400	82 873 640	134 492 818	57 665 200	55 100 000
Council Buildings					54 200 000		
Council General		162 000 000	35 500 000	30 175 000			
DCM - Corporate Services	109 994		35 700	30 345			
DCM - Operations	18 147		50 808	43 187			
DCM - Strategic Services	10 459		7 121	6 053			
Economic Development	10 889 297	12 700 000	16 838 348	14 312 596	22 772 700	26 750 000	37 000 000
Electricity & Energy	196 030 545	351 264 000	459 624 047	390 680 440	356 942 000	278 981 600	315 981 600
EMPD	65 864 834	20 465 400	70 658 087	60 059 374			
Environmental Development: Environment	3 131 831	8 593 000	14 093 000	11 979 050	9 190 000	6 486 900	6 486 900
Environmental Development: Environmental Health	223 084	910 000	2 410 000	2 048 500	140 000	130 000	130 000
Environmental Development: Parks	27 335 331	57 125 000	61 357 404	52 153 793	74 706 000	56 422 500	52 000 000
Environmental Development: Solid Waste	65 153 116	100 258 000	184 446 362	156 779 408	157 576 100	178 600 000	220 500 000
Environmental Development: Support Services		300 000	1 200 000	1 020 000			
Finance	5 019 348	17 665 000	12 120 246	10 302 209	7 977 500	4 500 000	4 500 000
Fleet Management	659 744	29 037 930	16 100 000	13 685 000	3 600 000	9 000 000	9 000 000
Health	32 992 455	86 725 000	67 343 111	57 241 644	94 196 800	147 730 200	81 830 200
Housing	171 638 440	261 131 230	300 888 130	255 754 911	368 734 990	334 127 900	308 557 900
Human Resources	717 848	3 374 100	3 875 930	3 294 541	472 000	450 000	450 000
IDP	747		105 090	89 327			
Internal Audit	423 718	1 471 100	1 471 100	1 250 435	454 500	350 000	350 000
IS: RTCW	389 691 122	509 982 842	946 418 831	804 456 006	546 840 743	470 804 000	553 979 300
IS: W and WW	44 297 679	92 231 000	96 214 465	81 782 295	74 525 000	89 853 000	131 057 000
ICT	343 048 792	190 711 500	206 098 000	175 183 300	155 481 750	102 889 100	52 900 000
Legal and Administrative Services	2 667 958	1 610 000	2 324 000	1 975 400	8 532 800	464 100	464 100
Market	1 045 076	11 520 000	11 520 000	9 792 000	2 786 300	2 000 000	2 000 000

SCHEDULE 3 CAPITAL EXPENDITURE BY VOTE	Preceding Year 2007/08	Current Year 2008/09			Medium Term Revenue and Expenditure Framework		
		Audited Actual A	Approved Budget B	Adjusted Budget C	Full Year Forecast D	Budget Year 2009/10 E	Budget Year +1 2010/11 F
	Political Office	553 705	7 758 000	9 865 780	8 385 913	3 014 100	300 000
Research and Development	52 592	202 400	302 400	257 040	204 872	50 000	50 000
SRAC	38 693 762	79 125 000	108 041 850	91 835 573	79 800 000	51 900 000	49 153 000
2010 Office	4 032 172	120 750 000	120 778 491	102 661 717	127 000 000		
CAPITAL EXPENDITURE BY VOTE	1 453 524 495	2 248 236 202	2 895 045 765	2 460 788 900	2 382 685 694	1 828 443 400	1 888 792 900

Column Definitions:

- A. The actual for 2007/08 as per the financial statements.
- B. The original budget approved by council for the 2008/09 budget year.
- C. The budget for 2008/09 budget year as adjusted by council resolution in terms of section 28 of the MFMA.
- D. An estimate of final actual figures (pre audit) for the 2008/09 budget year at the point in time of preparing the budget for the 2007/08 budget year.
- E. The amount to be appropriated for the 2009/10 budget year.
- F. The indicative projection for 2010/11
- G. The indicative projection for 2011/12

SCHEDULE 3(a) CAPITAL EXPENDITURE BY GFS	Preceding Year 2007/08	Current Year 2008/09			Medium Term Revenue and Expenditure Framework		
		Actual A	Approved Budget B	Adjusted Budget C	Full Year Forecast D	Budget Year 2009/10 Budget E	Budget Year +1 2010/11 Budget F
	Executive & Council	1 501 572	45 958 000	46 153 791	39 230 722	11 634 400	864 100
Finance & Admin	364 270 753	403 515 730	301 334 048	256 133 941	331 317 971	133 528 000	71 252 900
Planning & Development	10 431 441	16 662 400	18 150 748	15 428 136	23 629 872	30 350 000	39 900 000
Health	26 679 071	87 635 000	69 753 111	59 290 144	94 196 800	147 730 200	81 830 200
Community & Social Services	30 911 097	19 900 000	27 983 860	23 786 281	91 706 000	85 422 500	75 000 000
Housing	171 516 507	261 131 230	288 403 130	245 142 661	368 734 990	334 127 900	308 557 900
Public Safety	95 036 565	101 885 000	171 121 487	145 453 264	134 492 818	57 665 200	55 100 000
Sport and Recreation	39 440 677	180 350 000	152 450 394	129 582 835	88 800 000	22 900 000	26 153 000
Environmental Protection	2 164 520	8 593 000	69 093 000	58 729 050	5 790 000	7 015 000	6 015 000
Waste Management	64 828 988	100 258 000	184 446 362	156 779 408	157 576 100	172 600 000	215 500 000
Waste Water Management	9 960 546	26 570 000	28 860 000	24 531 000			
Road Transport	388 681 115	540 482 842	971 418 831	825 706 006	556 340 743	459 804 000	553 979 300
Water	33 465 590	65 661 000	67 354 465	57 251 295	74 525 000	89 853 000	131 057 000
Electricity	195 437 400	370 264 000	483 624 047	411 080 440	374 942 000	278 981 600	315 981 600
Other	19 198 654	19 370 000	14 898 491	12 663 717	68 999 000	7 601 900	7 601 900
CAPITAL EXPENDITURE BY GFS	1 453 524 496	2 248 236 202	2 895 045 765	2 460 788 900	2 382 685 694	1 828 443 400	1 888 792 900

Column Definitions:

- A. The actual for 2007/08 as per the financial statements.
- B. The original budget approved by council for the 2008/09 budget year.
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- D. An estimate of final actual figures (pre audit) for the 2008/09 budget year at the point in time of preparing the budget for the 2007/08 budget year.
- E. The amount to be appropriated for the 2009/10 budget year.
- F. The indicative projection for 2010/11
- G. The indicative projection for 2011/12

Schedule 4 Capital Funding by Source	Preceding Year 2007/08	Current Year 2008/09			Medium Term Revenue and Expenditure Framework		
		Audited Actual A	Approved Budget B	Adjusted Budget C	Full Year Forecast D	Budget Year 2009/10 Budget E	Budget Year +1 2010/11 Budget F
	National Government						
Amounts allocated / gazetted for that year	241 705 849	408 233 000	556 357 876	472 904 195	487 283 000	591 504 000	567 773 000
Amounts carried over from previous years							
Total Grants & Subsidies - National Government	241 705 849	408 233 000	556 357 876	472 904 195	487 283 000	591 504 000	567 773 000
Provincial Government							
Amounts allocated / gazetted for that year	12 534 500	91 146 942	58 433 178	49 668 201	24 140 000	59 000 000	32 000 000
Amounts carried over from previous years							
Total Grants & Subsidies - Provincial Government	12 534 500	91 146 942	58 433 178	49 668 201	24 140 000	59 000 000	32 000 000
District Municipality							
Amounts allocated for that year							
Amounts carried over from previous years							
Total Grants & Subsidies - District Municipalities							
Total Government Grants & Subsidies	254 240 350	499 379 942	614 791 054	522 572 396	511 423 000	650 504 000	599 773 000
Public Contributions & Donations	2 717 951				3 000 000		
Accumulated Surplus (Own Funds) Internal Funds	1 196 566 195	950 610 130	1 059 331 218	900 431 535	1 068 262 694	377 939 400	489 019 900
External Loans		798 246 130	1 220 923 493	1 037 784 969	800 000 000	800 000 000	800 000 000
TOTAL FUNDING OF CAPITAL EXPENDITURE	1 453 524 495	2 248 236 202	2 895 045 765	2 460 788 900	2 382 685 694	1 828 443 400	1 888 792 900

Column Definitions:

- A. The actual for 2007/08 as per the financial statements.
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- D. An estimate of final actual figures (pre audit) for the 2008/09 budget year at the point in time of preparing the budget for the 2007/08 budget year.
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Chart 1	Operating Revenue per Source	page 39
Chart 2	Operating Expenditure per Vote	page 40
Chart 3	Capital Budget per Vote	page 41
Chart 4	Capital Budget per Source	page 42
Chart 5	Capital Budget per Ward Category	page 43
Chart 6	Capital Budget per IDP Strategic Issue	page 44
Chart 7	Capital Budget per GDS Landscape	page 45

CHART 1 - Operating Revenue per Source

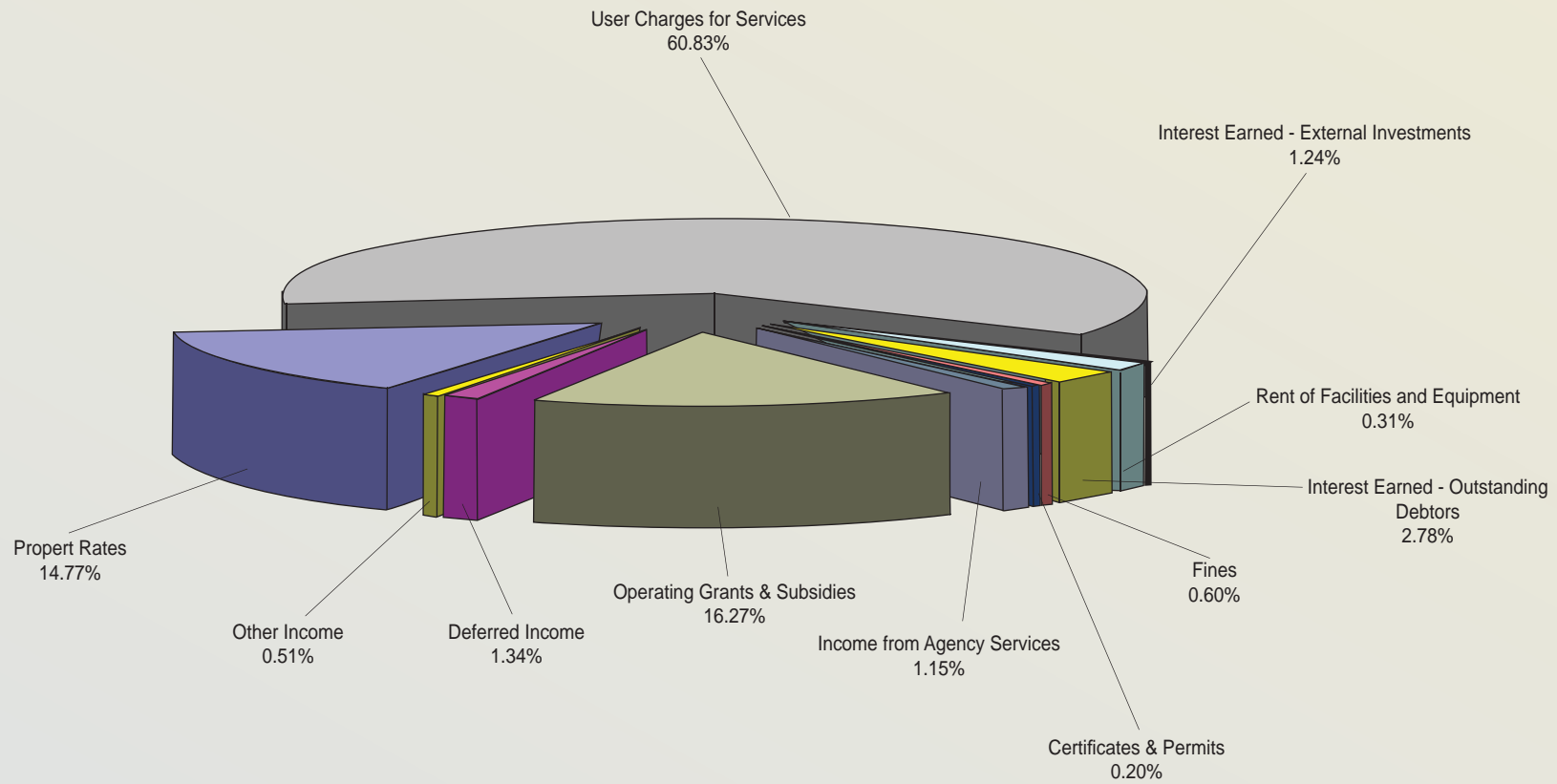


CHART 2 - Operating Expenditure per Vote

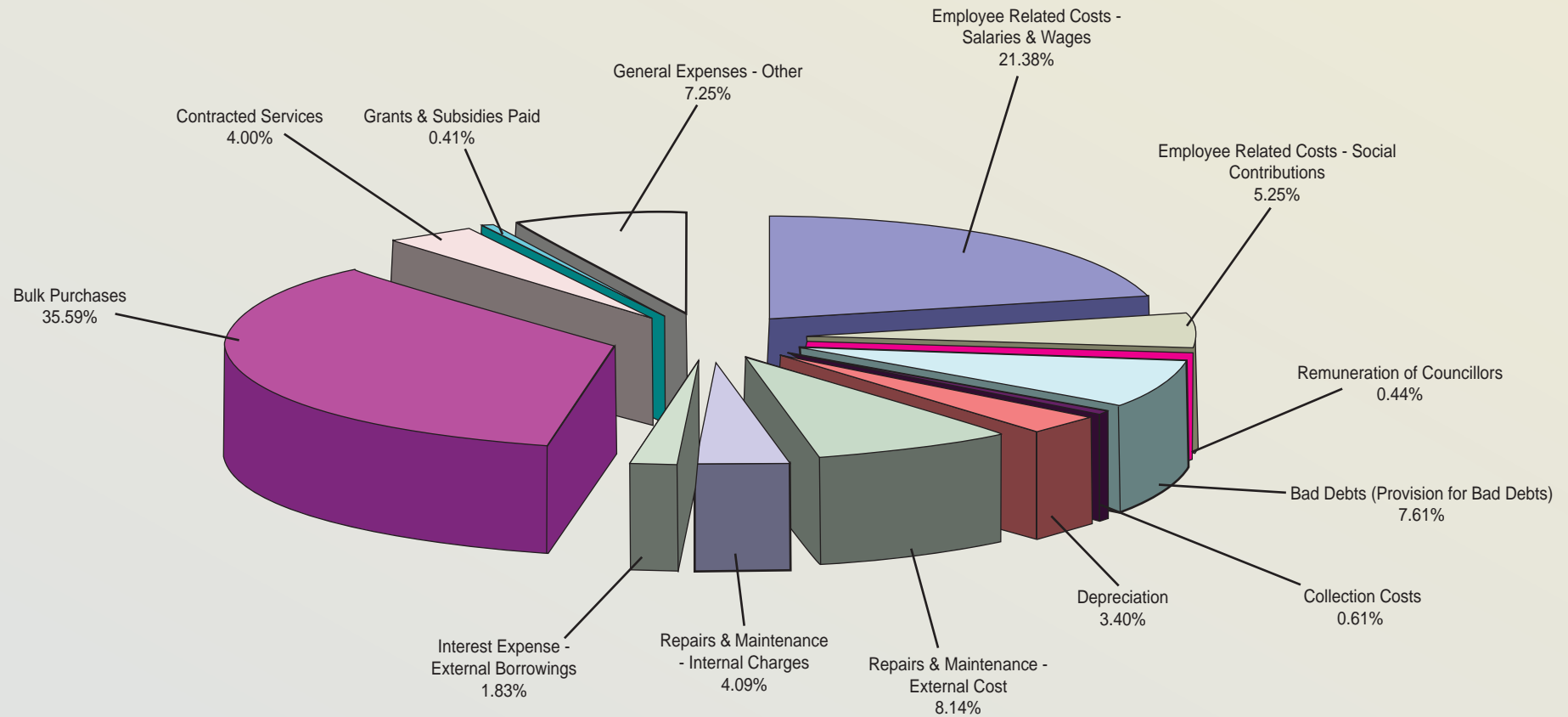


CHART 3 - 2009/2010 Capital Budget per Vote

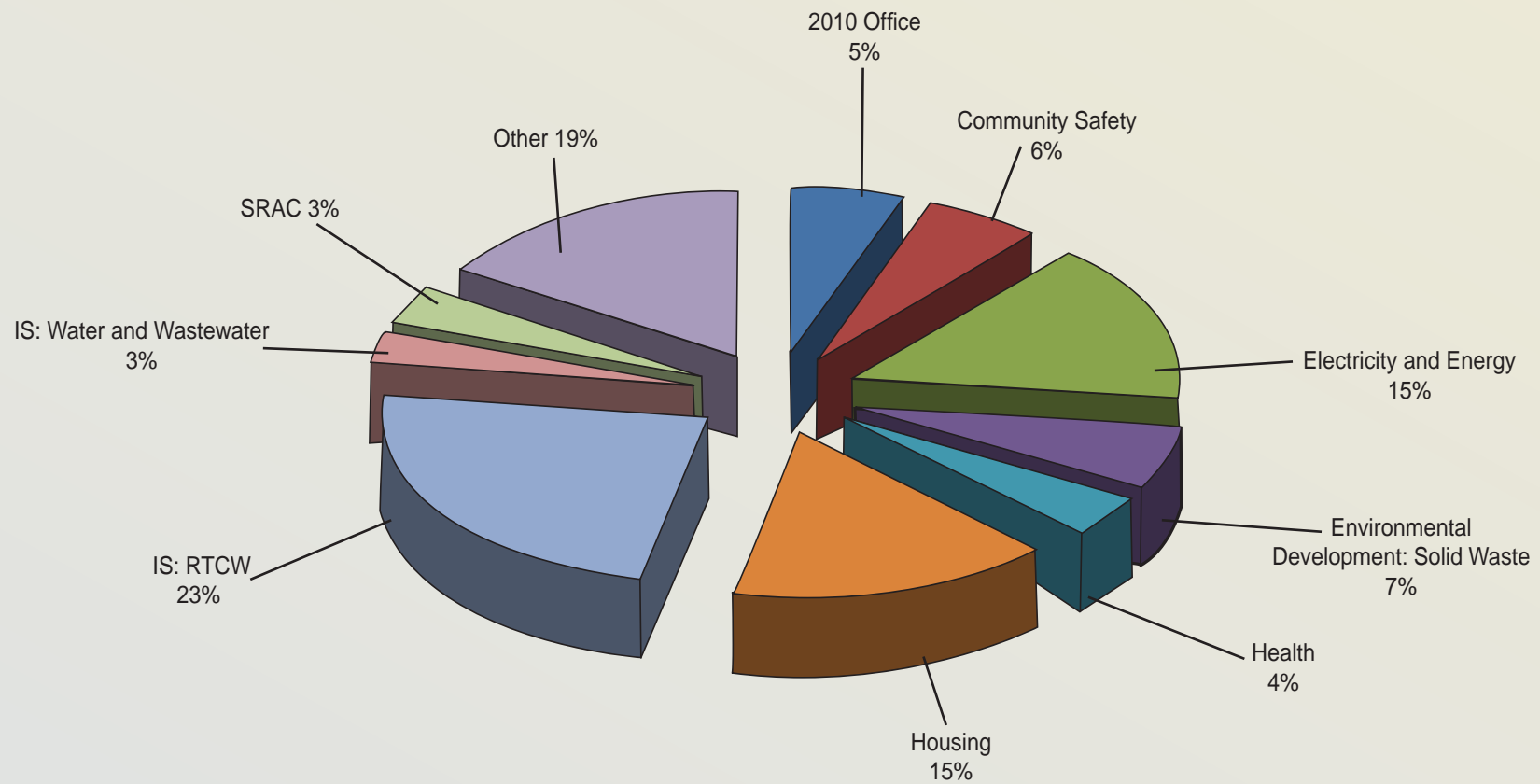


CHART 4 - 2009/2010 Capital Budget per Source of Finance

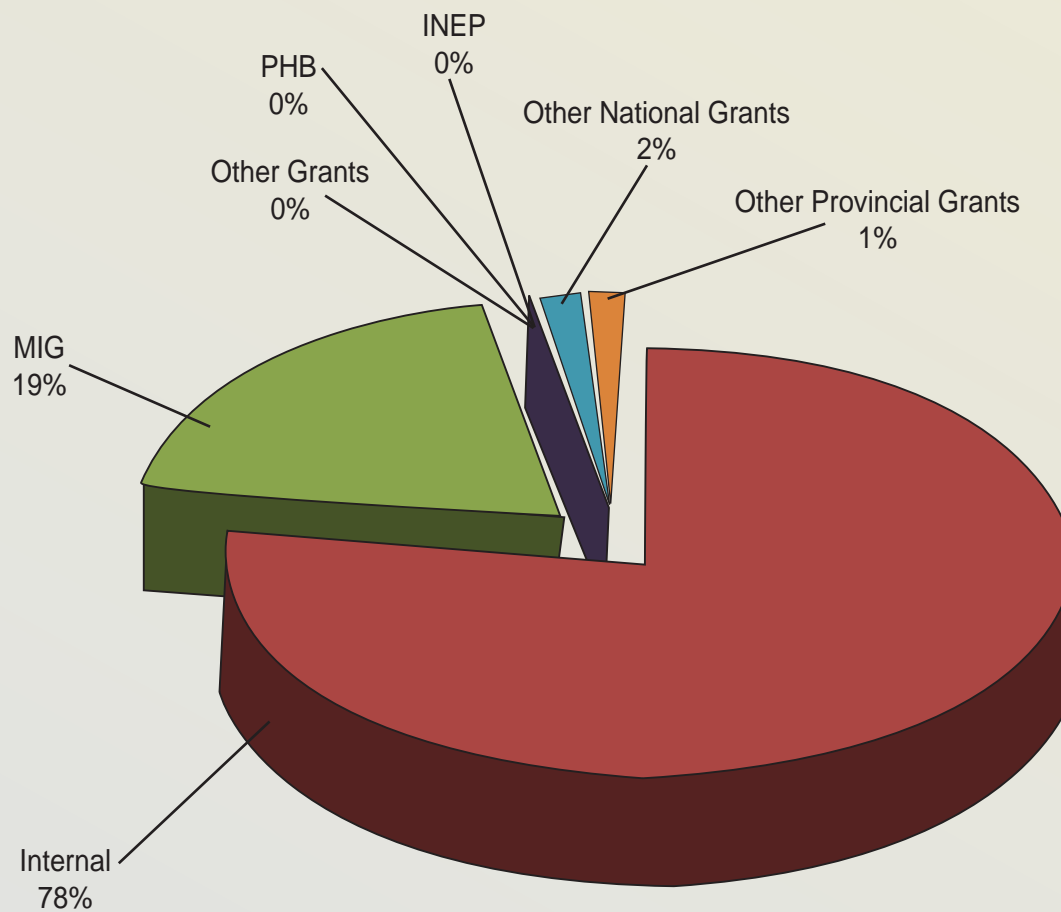


CHART 5 - 2009/2010 Capital Budget per Ward Category

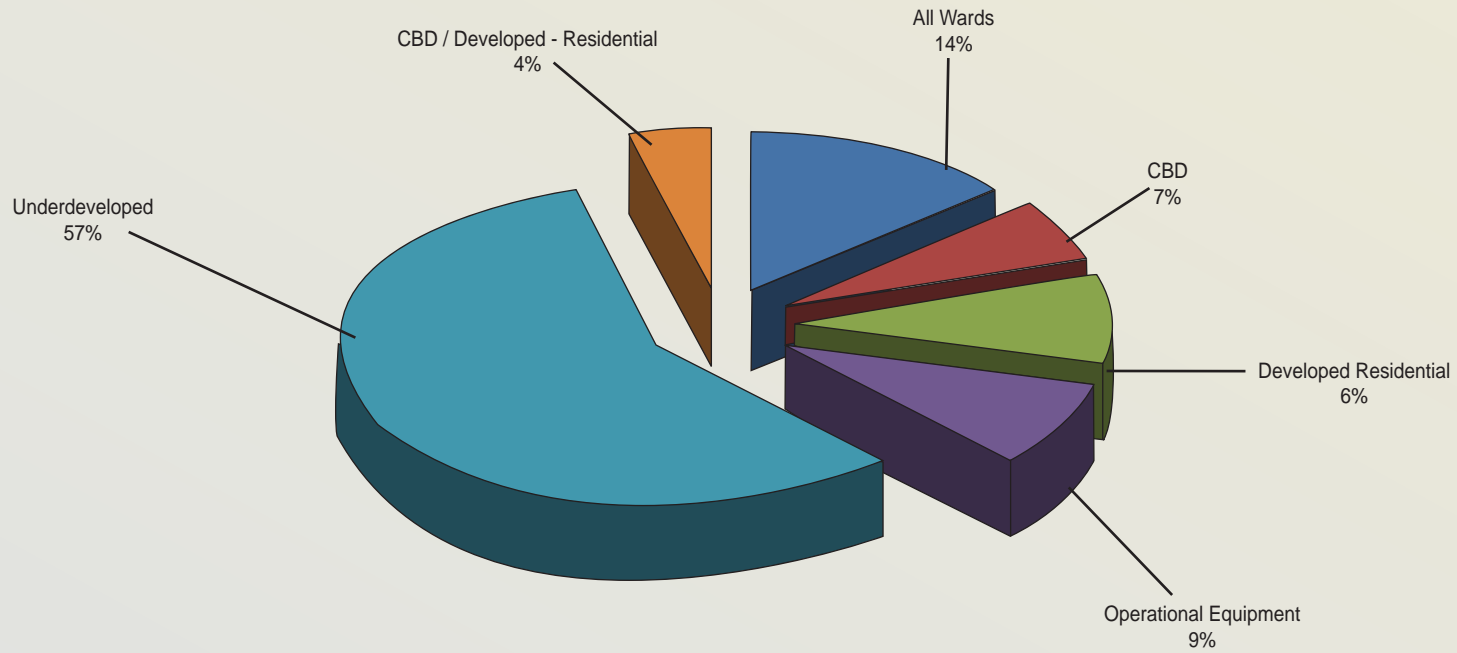


CHART 6 - 2009/2010 Capital Budget per IDP Strategic Issue

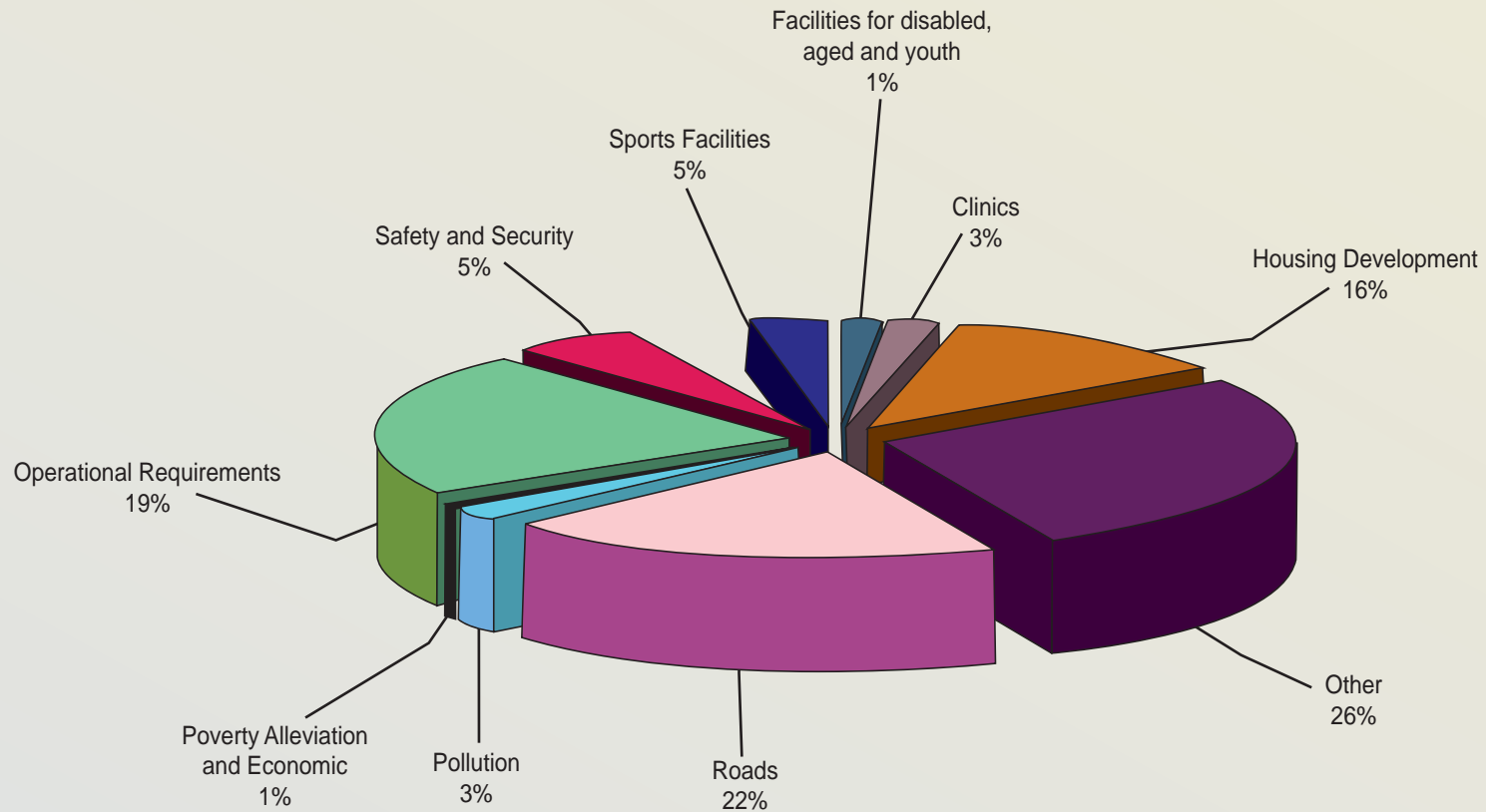
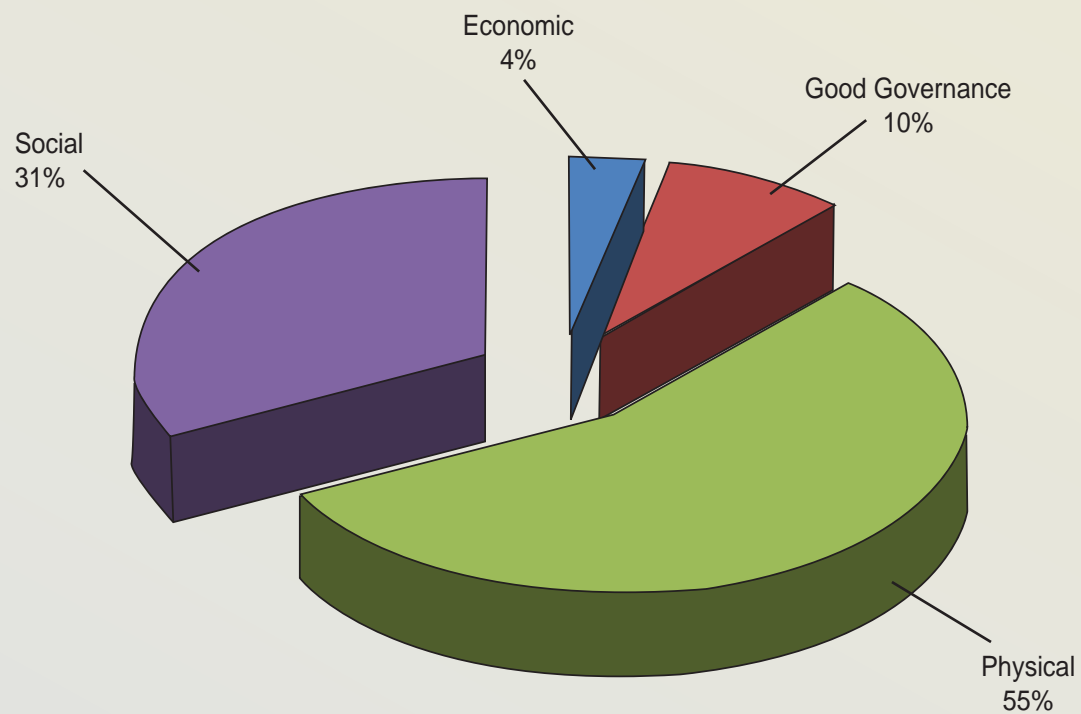


CHART 7 - 2009/2010 Capital Budget per GDS Landscape



5. SUPPORTING DOCUMENTATION

5.1 BUDGET PROCESS OVERVIEW (INCLUDING CONSULTATION PROCESS & OUTCOMES)

5.1.1 INTRODUCTION

1.1 Background

Integrated Development Planning is a process through which municipalities prepare a strategic development plan which extends over a five-year period. The Integrated Development Plan (IDP) is a product of the IDP process. The EMM IDP is the principal strategic planning instrument which guides and informs all planning, budgeting, management and decision-making processes in the municipality.

Through Integrated Development Planning which necessitates the involvement of all relevant stakeholders, a municipality:

- Identifies its key development priorities;
- Formulates a clear vision, mission and values;
- Formulates appropriate strategies;
- Develops the appropriate organisational structure and systems to realise the vision and mission; and
- Aligns resources with the developmental priorities.

In terms of the Systems Act, all municipalities have to undertake an IDP process to produce IDPs. As the IDP is a legislative requirement it has a legal status and supersedes all other plans that guide development at local government level.

In a nutshell, the IDP process entails an assessment of the existing level of development and the identification of key development priorities. The vision and mission statements for the long-term development flow from the aforesaid, with specific reference to critical developmental and internal transformational needs. The development strategies and objectives will be directed at bridging the gap between the existing level of development and the vision and mission. A very critical phase of the IDP process is to link planning to the municipal budget (i.e. allocation of internal or external funding to the identified projects); because this will ensure that the IDP directs the development and implementation of projects.

During the past seven years we have made definite progress in enabling the people of this region

to enjoy the fruits of liberation and democracy. We have seen substantial improvements made in providing healthcare, building houses and providing water, electricity and sanitation and the bucket system has been eradicated. We have laid a solid foundation and are on course to improving the lives of our communities. As we celebrate the change in our communities, we are also aware of the many challenges we still face. The unemployment rate has come down from about 40% in 2001 to just over 34% in 2006. Our fight against poverty and underdevelopment will be further intensified to work towards halving unemployment. Our responsibility as a sphere of government is to ensure that the quality of life of all who live and work in Ekurhuleni is improved. We will continue to engage in both progressive and meaningful discussions with our communities to shape a clear path from which governance and development will draw guidance and direction. The council will continue to pursue and encourage community participation programmes, to ensure that our plans are in line with community needs.

We have a responsibility to contribute to the process of transforming the lives of our people from the conditions of abject poverty and underdevelopment. In our fight against poverty, racism and underdevelopment, we are committed to ensuring that equitable service delivery becomes the norm in Ekurhuleni. For this reason EMM has to focus inter alia, on the following:

- Build sustainable communities by paying special attention to health education, service delivery, human settlements, environment and safety;
- Develop infrastructure to equalise services,

upgrade and ensure accessibility and unity in the City of Ekurhuleni;

- Grow the economy to be linked with the national and provincial economies, empower the people of the region and build required skills;
- Transform the government institution (National, Provincial and Municipal) to ensure their accessibility and efficiency in providing quality service takes place in an equitable manner;
- Enhance democracy and continuous participation of the citizens of the City of Ekurhuleni in the work of government; and
- Developing and implementing integrated plans and strategies for economic and social development; service delivery; infrastructure development; public transport; provision of basic services such as water sanitation and electricity; human development; safety and security; participatory governance; youth development; women empowerment; effective use of ICT for socio-economic development; building integrated and sustainable communities and protection of the environment.

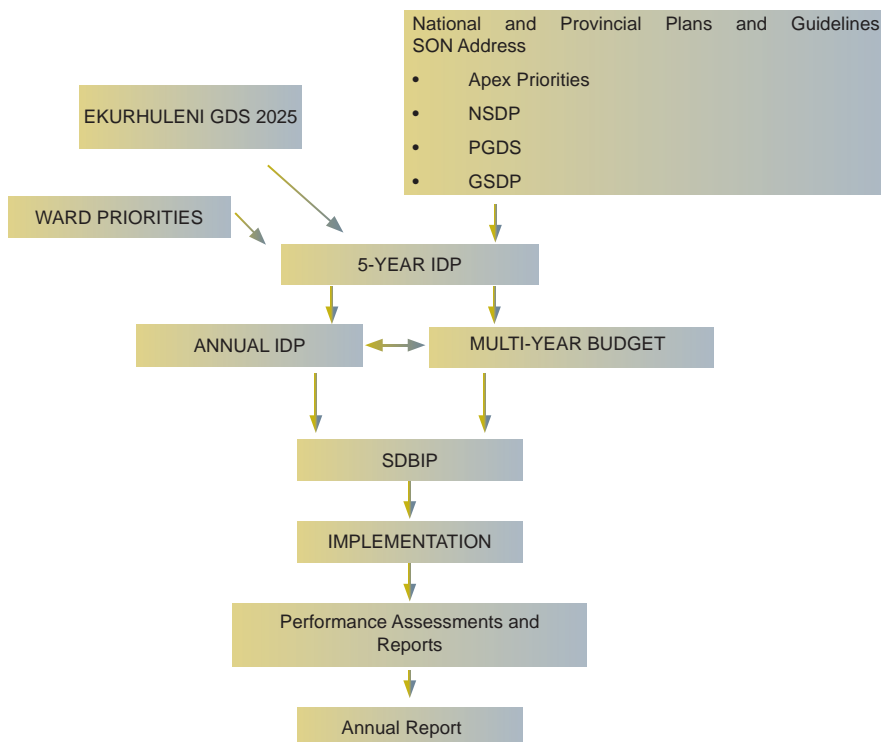
The EMM IDP contains plans and programmes which will enable the achievement of inter alia the following:

- All communities will have access to clean water and basic sanitation by 2010;
- There is universal provision of free basic services;
- Improve government housing; ensure better quality houses closer to economic opportunities and combat corruption in the administration of waiting lists;

- Creation of safety and security for communities, including plans to deal with disaster and emergencies;
- Utilise sports, recreation, arts and culture for social and physical renewal and building of a single identity of the Ekurhuleni community;
- Environmental management, including dealing with conditions of dolomite prevalent in the city;
- Development of an integrated transportation system linking rail, road and air transportation, and emphasising the development of a metro bus system.

1.2 The Planning Framework

The following is a graphic illustration of the strategic planning framework followed in the planning process of reviewing the EMM IDP.



Through the above process national and provincial programmes and their respective targets are being addressed. Inter alia, the following national targets are contained in the IDP and Budget, albeit dependent on additional funding available from national and provincial spheres:

- All people will have access to potable water by 2008 – All communities in the EMM are provided with potable water
- All people will have access to basic sanitation services by 2010
- Upgrading/formalisation of all informal settlements, including the eradication of the basic services backlog by 2014

the respective provincial sector departments to these projects should also be reflected as far as possible. The review of the IDP focused on formulating measurable performance indicator targets for five, three and one year. These targets informed the preparation of the multi-year budgets, as well as the SDBIP.

All departmental plans must have been submitted to the various Portfolio Committees for formal approval. This must go hand-in-hand with the departmental budgets and the SDBIP.

Departments were requested to ensure that the numbers of the various wards, in which projects identified in the budget will be implemented, are correct as this has been an ongoing problem over the past few years.

REVIEW OF THE INTEGRATED DEVELOPMENT PLAN

Guiding Principles

The review of the Integrated Development Plan (IDP) in terms of the Municipal Systems Act was guided and informed by the following principles:

- It must support and work towards achieving the Vision, Mission, Values and the Seven Strategic Priorities of the EMM;
- Working towards the achievement of the EMM GDS 2025 Outcomes and Milestones (Strategic Objectives);
- Focus on service delivery in terms of the eradication of backlogs and the maintenance of infrastructure;
- Address community priorities (needs) as identified in the 2008-2012 IDP as well as newly identified priorities; and
- Provincial plans and programmes applicable to the specific department with additional focus on the 20 Priority Townships Programme (PTP). Budget allocations by

There are also different categories of wards in terms of levels of development. The categorising of wards is as follows:

- Underdeveloped Wards
- Developed, Residential
- Developed, Industrial/Commercial/CBD.
- Mixed Wards and
- Multi-Wards

Mixed wards are wards where there are combinations of underdeveloped areas, residential, commercial or CBD areas.

The deadlines in the process plan for the Review of the IDP and preparation of the Multi-Year Budget for the 2009/10 year is reflected below:

	Action	Due Date
1	Public Participation Process	Ongoing
2	CMC Discussion regarding 2009/2010 IDP and Budget Process, particularly growth parameters (to finalise recommendations to the Finance Portfolio)	September 2008
3	Finance Portfolio workshop to discuss 2009/2010 IDP and Budget Process (to consider recommendations of CMC)	September 2008
4	Issue Budget Instructions to departments (based on 2 and 3 above)	September 2008
5	Compilation of Draft IDP and Capital and Operating Budgets by Departments – All inputs to be provided to Budget Office / IDP Office	September and October 2008
6	Public Participation	Ongoing through CBP process
7	CMC to scrutinise Operating Budget (to finalise recommendations to Finance Portfolio)	24 November 2008
8	CMC to scrutinise Capital Budget (to finalise recommendations to Finance Portfolio)	24 November 2008
9	Finance Portfolio to scrutinise Operating Budget (to consider recommendations of CMC)	2 December 2008
10	Finance Portfolio to scrutinise Capital Budget (to consider recommendations of CMC)	2 December 2008
11	CMC to finalise Budget submission	21 January 2009
12	Finance Portfolio to scrutinise Final Budget Submission (balanced budget)	28 January 2009
13	Municipal Entities to present Draft Budgets to CMC (to finalise recommendations to Finance Portfolio)	mid-February 2009
14	Municipal Entities to present Draft Budgets to Finance Portfolio (to consider recommendations of CMC)	end February 2009 (Special Portfolio meeting)
15	Tariff Task Team to present Draft Tariffs to CMC (to finalise recommendations to Finance Portfolio)	21 January 2009
16	Tariff Task Team to present Draft Tariffs to Finance Portfolio (to consider recommendations of CMC)	28 January 2009
17	CMC to consider Draft Budget to be tabled to Council (to finalise recommendations to Finance Portfolio – including final tariffs based on valuation roll modelling and final bulk increases from bulk service providers)	mid-February 2009
18	Finance Portfolio to consider Draft Budget to be tabled to Council (based on recommendations of CMC – including final tariffs based on valuation roll modelling and final bulk increases from bulk service providers))	end February 2009
19	Budget Workshop with all Councillors	early March 2009
20	Portfolio Committees to consider Draft IDP and Budget	mid-March 2009
21	Mayoral Committee to consider Draft IDP and Budget	end March 2009
22	Draft IDP and Budget tabled to Council	end March 2009
23	Submit Draft IDP to MEC for comments	end March 2009

	Action	Due Date
24	Publish Draft IDP for comments	end March 2009
25	Public Participation on Draft IDP and Budget	4 – 13 May 2009
26	IDP and Budget Conference with all Councillors	7 May 2009
27	Amendments to Tabled IDP / Budget to be considered by Finance Portfolio (Final IDP / Budget to be submitted to Council)	13 May 2009
28	Final IDP / Budget and Tariffs considered by Portfolio Committees	7 – 20 May 2009
29	Final IDP, Budget and Tariffs to be considered by Mayoral Committee	21 May 2009
30	Final Tariffs Approval by Council	28 May 2009
31	Final IDP / Budget Approval by Council	28 May 2009
32	Information on website	June 2009
33	Submit reviewed IDP to MEC	June 2009
34	Submit Budget, IDP, SDBIP, Performance agreements to National and Provincial Treasury	June 2009

Note 1: The IDP/Budget also refers to all other IDP and Budget Related Policies to be reviewed and/or approved

Note 2: SDBIP and Performance Contracts to be included in Budget Approval Process.

Public Consultation and Planning

The EMM is striving to deepen the democratic process of governance in Ekurhuleni. Community-Based Planning (CBP) is one of the initiatives identified to achieve this objective. CBP is a planning and implementation process that provides a platform for the communities to engage in interactive participation in planning and decision-making for implementation in their wards.

The municipal planning system, as elaborated in the Municipal Systems Act, 2000, has been formulated to play a critical role in determining how resources are allocated, especially the budgets of the municipality. Our experience over the past few years has clearly demonstrated that unless the community, especially the poor, can influence these budgets, the ability to promote sustainability, a key priority of our IDP, will be limited, as will be the impact of our local democracy.

Our previous processes on community participation have focused on quarterly workshops or consultations with wards. This form of consultation resulted in only problems being listed by the community without their involvement in the analysis of their local context. It did not provide a platform for the communities direct involvement in planning their future or their involvement in the implementation of their development. CBP has been embarked upon by the municipality as it seeks to address these challenges and provide a systematic opportunity for the community, ward councillor and its elected

ward committees, to be actively involved in the analysis of their situation, planning their future development and becoming actively involved in the implementation process in their wards.

The Customer Care Centre concept is a significant strategy adopted by the EMM to decentralise and further localise people's access to the municipality. CBP has been coupled to this approach to service delivery, which not only provides access to, but also creates an opportunity for greater involvement of communities in the governance process of the municipality in planning the future of the areas they live in. It also gives people access to the implementation process so that they can have more control over their lives. This will not only benefit the community, but will also be of enormous benefit to the municipality.

The Customer Care Centre Managers, who are located in the wards within the communities, provide a crucial service delivery link between the municipality and the communities in the wards. When this role and opportunity, created by the Customer Care Centre Managers close proximity to the community is coupled to CBP, it will provide Customer Care Centre Managers with a strategic opportunity to better understand the situation in the wards, as well as the aspirations of the communities for which they are responsible.

The CBP process entailed the following in EMM:

CBP was structured around the training of councillors, officials (including CDWs) and community members in terms of ward planning. They were equipped with skills related to the ward planning process, which entailed a 2-day training session for ward councillors and a 5-day training session for officials and community members.

The week thereafter, the training teams visited the wards and engaged with the community. Ward councillors gathered and verified information, drew up plans for their wards and got the communities to vote on the most important issues. The team then consolidated all the information in a ward plan of between 30 to 60 pages. The information from this was used in the IDP process as well as projects that the community will be responsible for themselves. During the process, various groups in the community participated and gave their input on identified issues. Participation varied from more than 200 community members to about 20 per day, depending on circumstances. This allowed for greater participation in the process, and focused discussions and voting on the priorities in the wards. The process enhanced input and participation in the IDP review process.

This process determined inter alia, the following priorities as being of high importance to our communities:

- Improved sustainable income - economic development and job creation;
- Improved health facilities and programmes on HIV and Aids;
- Improved education - skills development;
- Improved safety and security;
- Improved living conditions – infrastructure development and housing provision; and
- Improved maintenance and upgrading of infrastructure.

The communities' identified priorities indicated that the seven strategic priorities on which the EMM focuses reflect what the communities regard as priority issues. The seven strategic priorities of

EMM are as follows:

- Promoting good governance;
- Fighting poverty and underdevelopment;
- Urban renewal;
- Job creation;
- Safety and security;
- Partnership against HIV and Aids; and
- Enhancing public participation.

5.2 ALIGNMENT OF THE BUDGET WITH INTEGRATED DEVELOPMENT PLAN / RECONCILIATION OF THE IDP AND THE BUDGET

Supporting Tables 1, 2 and 3 on pages 106 – 113 show the reconciliation between the IDP and the Budget, based on the GDS Focus Areas.

The IDP, however, contains information on developmental needs submitted by the community that may not be covered in the Budget. There should not be an expectation that everything contained in the IDP is funded. There are numerous needs submitted that are not the responsibility of the EMM, but that of either the National or Provincial governments. However, these inputs will be analysed and discussed with ward committees to refine what can be implemented. The funding process is based on the priorities identified in the IDP, as shown in the relevant tables in this document.

5.3 BUDGET RELATED POLICIES OVERVIEW AND AMENDMENTS

The financial policies of Ekurhuleni Metropolitan Municipality aim to provide services to its citizens that are of a high quality and are financially sustainable. The policies are designed to keep the municipality in a fiscally sound position in the short-and long-term and to ensure successful financial planning, spending and outcomes.

5.3.1 OPERATING BUDGET POLICIES

The Operating Budget provides funding to departments for medium-term expenditure. The Operating Budget is developed with certain guiding principles, including the following:

- A Balanced Budget is compiled on an annual basis;
- Transfers from the accumulated surplus to fund operating expenditure will only be allowed for specific once-off projects (and with no recurring operating expenditure resulting therefrom);
- It will be endeavoured to limit tariff increases to the annual inflation rate or the bulk purchases increases from Council's service providers. Any increases in excess of the above will be to fund

additional capital expenditure to address service delivery backlogs and to upscale maintenance activities;

- The budget is compiled net of VAT, i.e. the amounts budgeted for will be the net cost to the Council after VAT has been taken into consideration;
- The Ekurhuleni Metropolitan Municipality is registered on the Payments Basis for VAT with the varied input method approved as the apportionment calculation method;
- 100% VAT is claimable by all departments for expenditure items that comply with the relevant VAT legislation;
- The offsetting of income and expenditure amounts is not supported and income and expenditure amounts are budgeted for where recoverable jobs are undertaken. This includes recoveries from staff on telephone accounts;
- A detailed salary budget is compiled on an annual basis. All funded positions are budgeted for in total and funded vacancies are budgeted for at 50% of the total package. In addition, an amount is determined on an annual basis to fund critical new positions. This amount is budgeted for centrally and transferred to the relevant departments as and when allocations are made by the City Manager;
- Provision for Bad Debts is based on the annual income targets set in the IDP and SDBIP. Full provision is made for penalties on property rates and interest on debtors' accounts;
- The multi-year Operating Budget contains growth assumptions as outlined in Section 5.4 of this document;
- Council supports the principle of making sufficient provision for the maintenance of existing assets and infrastructure;
- Individual line items in the Operating Budget are to be reviewed each year when developing the budget, to ensure proper control over the expenditure and to examine the possibility of rationalisation; and
- A budget implementation circular is issued on an annual basis to provide guidance on the utilisation of the various line items in the operating budget.

5.3.2 CAPITAL BUDGET POLICIES

A multi-year Capital Budget will be implemented. The programme will be amended annually. The Capital Budget will be informed by the IDP and the GDS.

An annual capital budget will be developed as part of the annual budget. Expenditure on capital will be in terms of the annual capital budget. Provision on the annual capital budget will be limited to available internal and external funds.

Allocations made to departments from the available internal funding, will be based on the Growth and Development Strategy. The Budget Assessment Team facilitates the allocation of resources.

5.3.2.1 Allocation of internal funds

The Ekurhuleni Metropolitan Municipality has huge service delivery backlogs, especially Infrastructure. Far more funds should be made available on an annual basis to eradicate the backlog. However, to provide services in an equitable and balanced manner throughout the community, certain other projects must also be implemented. Communities need the "softer services", such as health facilities or sport and recreational facilities just as much as core infrastructure services. Similarly, the safety and security of the community must be addressed to secure a safe environment. It is furthermore critical to grow the local economy. Job creation, one of the national priorities, must be addressed in this Budget. This Capital Budget aims to stimulate job creation and economic growth by means of allocating funds to the city development segment. Job creation will not only be addressed by the city development segment, but also by all other segments in the execution of the Capital Budget. Certain projects will be executed in terms of the principles of the "Expanded Public Works Programme" to ensure maximum job creation.

Allocations made to departments from the available internal funding, are based on the Growth and Development Strategy.

The following principles must, as far as possible, be addressed in the implementation of the capital budget:

- Job creation;
- Labour-based construction;
- Advancement of SMMEs; and
- Supporting BBBEE.

5.3.2.2 Impact of the Capital Budget on future Operating Budgets

All capital projects have a recurring effect on future operating budgets. The following main cost components should be considered before capital projects are approved:

- Additional staff cost required to staff any new facility once operational
- Additional contracted services, i.e. external security, cleaning services etc
- Additional general expenditure, i.e. services cost, stationery, cleaning materials etc
- Additional costs to maintain the assets
- Additional depreciation charges (non-cash item)
- Additional interest and redemption to service loans to fund the Capital Budget

Projects may, however, also result in additional revenue generation. The impact that the expenditure has, must be offset by the additional revenue generated to determine the real impact on the Operating Budget, and the possible effect on tariffs.

5.3.2.3 Multi-Year Budget and Commitments

To facilitate proper multi-year budgeting, available funds for the 2009/10 and 2010/11 financial years were determined, and projects were prioritised in a similar way as for the 2008/2009 financial year.

Departments are allowed to commit both the internal and confirmed external funds in accordance with the Multi-Year Budget.

5.3.3 ASSET MANAGEMENT POLICY

No changes to the Asset Management Policy are recommended.

5.3.4 INVESTMENT POLICY

A revised investment policy was approved by Council during November 2005. In terms of the conditions of the approved policy, it must be revised on an annual basis as part of the Budget Process. The Investment Policy must be amended to ensure alignment with the amendments made to the Municipal Systems Act during November 2008. As a result of this amendment, only the City Manager is now delegated to make investments.

The policy is revised as follows:

Purpose of the Policy

The purpose of the policy is to ensure that all investments made by the Ekurhuleni Metropolitan Municipality (EMM) comply with the Investment Regulations issued by the National Treasury in terms of the Municipal Finance Management Act. This policy, as far as is practically applicable, must be consistent with the Supply-Chain Management Policy.

Scope of the Policy and Definitions

Scope

The investment policy applies to all cash assets of the EMM. The Municipal Entities may adopt this policy as their investment policy.

Definitions

Short-term investments are defined as: *“Any cash or liquid securities owned by the EMM which have a maturity date, and/or callable date reasonably expected to be exercised, that is equal to or less than one year.”*

Long-term investments are defined as: *“Any cash or liquid securities owned by the EMM which have a maturity date, and/or callable date reasonably expected to be exercised, that is greater than one year.”*

Purpose and Objectives of Investments

Preservation and safety of investments

The probable safety of the investment must in the first instance be considered when making investments. Preservation of capital is accomplished through placement of funds with creditworthy institutions and through portfolio diversification.

Investment Diversification

Diversification is required to minimise potential losses on individual securities and to maximise the yield from a blend of financial products.

Liquidity

The investment portfolio shall remain sufficiently liquid to meet all reasonably anticipated operating requirements.

Return on investments

The investment portfolio shall be designed with the objective of attaining a maximum rate of return subject to the investment risk constraints and liquidity requirements of the EMM.

Standards of Care

Prudence

The City Manager, in accordance with this policy, must exercise due diligence in carrying out the investment function. The EMM has a responsibility to invest public funds with great care and is accountable to the community in this regard. Investments must be made with such judgment

and care, under the prevailing circumstances, as a person of prudence, discretion and intelligence would exercise in the management of that person's own affairs. Investments may not be for speculation, but must be genuine investments.

Ethics and Conflicts of Interest

Officials responsible for the investment of funds must steer clear of outside interference, regardless of whether such interference comes from individual councillors, agents or any other institution. The ethical standards as contained in the Municipal Supply-Chain Management Policy are “mutatis mutandis” applicable to investment activities.

Interest rates offered should never be divulged to another institution.

Payment of Commission

No commission or other award may be paid to an official or councillor of the EMM or to a spouse or close family in respect of any investment made or referred by the EMM.

If an investee pays any commission or other reward to an external investment manager appointed by the EMM in respect of any investment made by the EMM, both the investee and the investment manager must declare such payment to the council by way of a certificate disclosing full details of the payment.

Delegation of Authority

Authority to manage the EMM's investment portfolio is delegated as follows:

- The City Manager is to invest any amount (after taking due cognisance of the liquidity

requirements of the EMM) of the short-term funds in terms of the provisions of the investment policy; and

- The Bid Adjudication Committee to approve the investment of long-term funds in terms of the provisions of the Investment Policy and Municipal Supply-Chain Management Regulations in accordance with the process as stipulated in the Supply-Chain Management Policy.

Rating of Financial Institutions

The EMM shall rely on the credit analysis of the financial institutions as obtained from the FITCH Credit Rating Agency.

The City Manager shall be made aware of real or potential problems related to credit or credit-rating issues and their impact on the investment portfolio by the Credit Rating Agency, as this information becomes available. This shall be regulated by the agreement entered into with FITCH Credit Rating Agency.

Legislative Framework and Regulations

The legislative framework governing investment decisions are:

- Local Government Municipal Systems Act 32 of 2000.
- Municipal Finance Management Act 56 of 2003.
- Municipal Investment Regulations published under Government Gazette 27431 on 1 April 2005.
- Municipal Supply-Chain Management Regulations published under Government Gazette 27636 on 30 May 2005.

Authorised Investments

All investments must be in the name of the EMM.

Permitted Investments

The following are permitted investments in terms of the Government Gazette No. 27431:

A municipality or municipal entity may invest funds only in any of the following investment types as may be appropriate to the anticipated future need for the funds:

- Securities issued by the National Government;
- Listed corporate bonds with an investment grade rating from a nationally or internationally recognised credit-rating agency;
- Deposits with banks registered in terms of the Banks Act, 1990 (Act No. 94 of 1990);
- Deposits with the Public Investment Commissioners as contemplated by the Public Investment Commissioners Act, 1984 (Act No. 45 of 1984);
- Deposits with the Corporation for Public Deposits as contemplated by the Corporation for Public Deposits Act, 1984 (Act No. 46 of 1984);
- Banker's acceptance certificates or negotiable certificates of deposit of banks registered in terms of the Banks Act, 1990;
- Guaranteed endowment policies with the intention of establishing a sinking fund;
- Repurchase agreements with banks registered in terms of the Banks Act, 1990;
- Municipal bonds issued by a municipality; and
- Any other investment type as the Minister may identify by regulation in terms of Section 168 of the Act, in consultation with the Financial Services Board.

Investments denominated in foreign currencies

The EMM may make an investment only if the investment is denominated in rand and is not indexed to, or affected by, fluctuations in the value of the rand against any foreign currency.

Investment Parameters

General Investment Practice

Short-term investments

In order to obtain the greatest security for EMMs funds, short-term investments are not to be made with financial institutions with ratings lower than F1 as defined in the National Rating Definitions.

The EMMs exposure to any one financial institution, for short-term investments, is limited as follows:

- F1+ Short-Term Rating: 5% of institution's total equity as published from time to time in the Fitch Banking Sector Report;
- F1 Short-Term Rating: 4% of institution's total equity as published from time to time in the Fitch Banking Sector Report;

Long-term investments

Long-term investments shall only be made with financial institutions with a minimum long-term rating of A. The EMMs exposure to any financial institution for long-term investments is limited to 2% of the institution's total equity as published from time to time in the Fitch Banking Sector Report.

Long-term investments are regarded as "competitive bids" and must be treated in accordance with the Supply-Chain Management Policy.

Total exposure

The EMMs total exposure for short-and long-term investments to any financial institution must be limited to 7% of the institution's total equity as published from time to time in the Fitch Banking Sector Report.

Investment Managers

Investment or Asset Fund Managers may be appointed to assist with the placing of investments, or to manage a portion of the investment portfolio in order to maximise interest earned without jeopardising liquidity. The appointment of these service providers must be done in accordance with the Supply-Chain Management Policy.

The conditions for their use, including their liability in the event of non-compliance with this policy, must be included in the bidding documentation specifying mandates that minimise risk and place the institutions on equal footing.

The Process of Investment of Funds

The process of investment of funds must in the first instance be made with the primary regard being to the probable safety of the investment in the second instance to the liquidity needs of the EMM and lastly, to the probable income derived from the investment.

The investment of funds must be dealt with in accordance with the procedure for the calling of quotations and competitive bids as detailed in the Supply-Chain Management Policy.

Safekeeping and Custody

The Chief Financial Officer shall establish and maintain an internal control structure designed to ensure the assets of the metro are protected from loss, theft, or misuse. The controls will be to prevent losses of public funds from fraud, employee errors, misrepresentation by third parties, or imprudent actions by employees and officers of the EMM. The controls will include, among others:

- Control of collusion
- Separation of functions
- Separation of transaction authority from accounting and record-keeping
- Custodial safekeeping
- Clear delegation of authority to subordinate staff members
- Specific limitations regarding security losses and remedial action

- Supervisory control of employee actions
- Minimising the number of authorised investment officials
- Effective data management and reporting system for investment activities
- Documentation of transactions and strategies.

Reporting

The Municipal Manager must, within 10 working days after the end of each month, submit to the Executive Mayor a report describing, in accordance with generally recognised accounting practice, the investment portfolio as at the end of that month.

The above-mentioned report must set out the following:

- the market value of each investment as at the beginning of the reporting period;
- any changes to the investment portfolio during the reporting period;
- the market value of each investment as at the end of the reporting period; and
- fully-accrued interest or yield for the reporting period.

A bank, insurance company or other financial institution which at the end of a financial year holds, or at any time during a financial year held, an investment for the EMM must

- within 30 days after the end of that financial year notify the Auditor General in writing of that investment, including the opening and closing balances of that investment in that financial year; and
- promptly disclose information regarding the investment when so requested by the National Treasury or the Auditor-General.

Policy Review

This policy will be reviewed annually by the Chief Financial Officer to ensure congruence with changing needs, technology, evolving regulatory standards with the MFMA, investment regulations, and private sector best practices. The process to be followed for the annual revision of the policy will be via the committee system of Council as part of the annual Budget Process.

Adoption

The EMMs amended investment policy has been adopted by Council on 28 May 2009.

5.3.5 ACCOUNTING POLICY

The Accounting Policy is revised as follows:

BASIS OF PREPARATION

Annual Financial Statements

The annual financial statements are prepared on an accrual basis of accounting and are in accordance with historical cost convention.

These annual financial statements have been prepared in accordance with the Standards of Generally Recognised Accounting Practices (GRAP) prescribed by the Minister of Finance in terms of General Notice 991 and 992 of 2005. These accounting policies are not consistent with all the accounting policies of the previous financial year, due to reasons mentioned later on in this note.

These standards are summarised as follows:

GRAP 1	Presentation of Financial Statements
GRAP 2	Cash Flow Statements
GRAP 3	Accounting Policies, Changes in Accounting Estimates and Errors
GRAP 4	The Effects of Changes in Foreign Exchange Rates
GRAP 5	Borrowing Costs
GRAP 6	Consolidated and Separate Financial Statements
GRAP 7	Investments in Associates
GRAP 8	Investment in Joint Ventures
GRAP 9	Revenue from Exchange Transactions

GRAP 10	Financial Reporting in Hyperinflationary Economies
GRAP 11	Construction Contracts
GRAP 12	Inventories
GRAP 13	Leases
GRAP 14	Events After the Reporting Date
GRAP 16	Investment Property
GRAP 17	Property, Plant and Equipment
GRAP 19	Provisions, Contingent Liabilities and Contingent Assets
GRAP 100	Non-current Assets Held for Sale and Discontinued Operations
GRAP 101	Agriculture
GRAP 102	Intangible Assets

Accounting policies for material transactions, events or conditions not covered by the above GRAP Standards have been developed in accordance with paragraphs 7, 11 and 12 of GRAP 3.

A summary of the significant accounting policies adopted in the preparation of these annual financial statements, which have been consistently applied, except where an exemption has been granted are disclosed below.

Apart from those issues involving estimates, management has made no judgments in the process of applying the accounting policies which would give a significant effect on the amounts of items recognised in the financial statements.

In Government Gazette No. 31021 of 9 May 2008, the Minister of Finance formally announced the effective dates for a number of Standards of GRAP.

The effective dates of the Standards of GRAP, mentioned above in the note, are as follows:

Standard	Effective date
GRAP 1-3	1 July 2005
GRAP 4-14, 16, 17, 19, 100-102	1 July 2008

Consolidated Financial Statements

The municipality presents Consolidated Financial Statements in which it consolidates its investments in controlled entities. A controlled entity is an entity that is controlled by the metro. Control is the power to govern the financial and operating policies of an entity to obtain benefits from its activities. The

financial statements of entities are included in the consolidated financial statements from the date that control commences until the date that control ceases. The accounting policies of entities have been changed when necessary to align them with the policies adopted by the Economic entity.

PRESENTATION CURRENCY

These annual financial statements are presented in South African rand.

GOING CONCERN ASSUMPTION

These annual financial statements have been prepared on a going concern basis.

HOUSING DEVELOPMENT FUND

The Housing Development Fund was established in terms of the Housing Act, (Act No. 107 of 1997). Loans from national and provincial government used to finance housing selling schemes undertaken by the Municipality were extinguished on 1 April 1998 and transferred to a Housing Development Fund. Housing selling schemes, both complete and in progress as at 1 April 1998, were also transferred to the Housing Development Fund. In terms of the Housing Act, all proceeds from housing developments, which include rental income and sales of houses, must be paid into the Housing Development Fund. Monies standing to the credit of the Housing Development Fund can be used only to finance housing developments within the municipal area subject to the approval of the Provincial MEC responsible for housing.

The following provisions are set for the utilisation of the Housing Development Fund:

The fund is utilised for housing developments in accordance with the national housing policy and also for housing development projects approved by the MEC for housing.

Any contributions to or from the fund are shown as transfers in the Statement of Changes in Net Assets.

RESERVES

The municipality creates and maintains Funds and Reserves in terms of specific requirements. Internal reserves are shown as part of accumulated surplus on the Statement of Financial Position, but disclosed separately in the Notes to the Financial Statements

Capitalisation Reserve

On the implementation of GAMAP, the balances on certain legislated funds that had historically been utilised for the acquisition of items of property, plant and equipment have been transferred to a Capitalisation Reserve instead of the accumulated surplus / (deficit) in terms of a directive issued by the National Treasury. The purpose of this reserve is to promote consumer equity.

The balance on the Capitalisation Reserve equals the carrying value of the items of property, plant and equipment financed from the former legislated funds. When items of property, plant and equipment are depreciated, a transfer is made from the Capitalisation Reserve to accumulated surplus / (deficit).

When an item of property, plant and equipment is disposed of, the balance in the Capitalisation Reserve relating to such item is transferred to the accumulated surplus / (deficit).

The purpose of this reserve is to promote consumer equity by ensuring that the future depreciation charge that will be incurred over the useful lives of these items of property, plant and equipment is offset by transfers from this reserve to the accumulated surplus / (deficit).

Government Grant Reserve and the Public Contributions and Donations Reserve

When items of property, plant and equipment are financed from Government grants, a transfer is made from the accumulated surplus / (deficit) to the Government Grant Reserve equal to the Government grant recorded as revenue in the statement of Financial Performance in accordance with a directive issued by National Treasury. When such items of property, plant and equipment are depreciated, a transfer is made from the Government Grant Reserve to the accumulated surplus / (deficit). The purpose of this policy is to promote community equity and facilitate budgetary control by ensuring that sufficient funds are set aside to offset the depreciation charges that will be incurred over the estimated useful life of the item of property, plant and equipment financed from Government Grants

When an item of property, plant and equipment financed from government grants is disposed of, the balance in the Government Grant Reserve relating to such item is transferred to the accumulated surplus / (deficit).

When items of property, plant and equipment are

financed from donations or public contributions, the same accounting policy relating to the Government Grant Reserve is applied. A separate reserve is created to separately identify items of property, plant and equipment financed from Public Contributions and Donations in terms of a directive issued by the National Treasury.

PROPERTY, PLANT AND EQUIPMENT (PPE)

Property, plant and equipment, is stated at cost less accumulated depreciation and accumulated impairment. Heritage assets, which are culturally significant resources and which are shown at cost, are not depreciated owing to the uncertainty regarding their estimated useful lives. Similarly, land is not depreciated as it is deemed to have an infinite life.

The cost of an item of property, plant and equipment acquired in exchange for a non-monetary asset or monetary assets, or a combination of monetary and non-monetary assets was measured at its fair value. If the acquired item could not be measured at its fair value, its cost was measured at the carrying amount of the asset given up.

Subsequent expenditure is capitalised when the recognition and measurement criteria of an asset are met.

Assets are capitalised in terms of the approved asset management policy

Depreciation is calculated on cost, using the straight-line method over the estimated useful lives of the assets.

For items of property, plant and equipment that have significant residual values, these residual

values are subtracted from the cost of these property, plant and equipment items to determine the depreciable amounts of these items. The estimated useful lives are as follows:

	Years		Years
Infrastructure Assets		Other Assets	
Roads and Paving	30	Buildings	30
Pedestrian Malls	30	Specialist Vehicles	10
Electricity	20 – 30	Other Vehicles	5
Water	15 – 20	Office Equipment	3 – 7
Sewerage	15 – 20	Furniture and Fittings	7 – 10
Housing	30	Water Craft	15
Community Assets		Bins and Containers	5
Buildings	30	Specialised Plant and Equipm.	10 – 15
Recreational Facilities	20 – 30	Other	2 – 5
Security	5	Landfill sites	15

Depreciation is calculated on a monthly basis. Incomplete construction is stated at historic cost. Depreciation of an asset begins when it is available for use i.e. when it is in the location and condition necessary for it to be capable of operating in the manner intended by management. Depreciation of an asset ceases when the asset is derecognised.

The gain or loss arising on the disposal or retirement of an item of property, plant and equipment is determined as the difference between the net disposal proceeds, if any, and the carrying amount and is recognised in the Statement of Financial Performance.

Assets are written off on disposal. The difference between the carrying amount of assets (cost less accumulated depreciation and accumulated impairment losses) and the net disposal proceeds is reflected as a profit or loss in the Statement of Financial Performance.

The cost of an item of property, plant and equipment is the purchase price and other costs attributable to bring the asset to the location and condition necessary for it to be capable of operating in the manner intended by management. Trade discounts and rebates are deducted in arriving at the cost. Cost also includes initial estimate of the costs of dismantling and removing the asset and restoring the site on which it is located.

Where an asset is acquired at no cost, or for a nominal cost, its cost is its fair value as at the date of acquisition.

The residual value, the useful life and the depreciation method of PPE are reviewed at least at every reporting date.

At each reporting date all items of PPE are reviewed for any indication that it may be impaired. An impairment exists when an asset's carrying amount is greater than its recoverable amount. The recoverable amount of an asset or cash-generating unit is the higher of its fair value less costs to sell and its value in use. If there is an indication of impairment, the asset's recoverable amount is calculated. An impairment loss is recognised in the Statement of Financial Performance and the depreciation charge relating to the asset is adjusted for future periods.

The municipality depreciates separately each part of an item of property, plant and equipment that has a cost that is significant in relation to the total cost of the item. Costs of replacing parts are capitalised and the existing parts being replaced are derecognised.

INVESTMENTS AND FINANCIAL INSTRUMENTS

FINANCIAL INSTRUMENTS

Recognition

Financial assets and financial liabilities are initially recognised on the statement of financial position when the municipality becomes party to the contractual provisions of the instrument.

Derecognition

Financial assets

A financial asset is derecognised where the contractual rights to receive cash flow from the asset have expired, or the municipality has transferred the asset and the transfer qualifies for derecognition. A transfer qualifying for derecognition occurs when the municipality transfers the contractual rights to receive the cash flows of the financial asset. Where the municipality has transferred its rights to the cash flows from an asset and has neither transferred nor retained substantially all the risks and rewards of the asset nor transferred control of the asset, the asset is recognised to the extent of the municipality's continuing involvement in the asset.

Financial liabilities

A financial liability is derecognised when the obligation specified in the contract is discharged, cancelled or expired.

Measurement

When a financial asset or financial liability is recognised initially, the municipality measures it at its

fair value plus, in the case of a financial asset or financial liability not at fair value through profit or loss, transaction costs that are directly attributable to the acquisition or issue of the financial asset or financial liability.

The best evidence of fair value is quoted prices in an active market. If the market for a financial instrument is not active, the municipality establishes fair value by using a valuation technique. The objective of using a valuation technique is to establish what the transaction price would have been on the measurement date in an arm's length exchange motivated by normal business considerations. Valuation techniques include using recent arm's length market transactions between knowledgeable, willing parties, if available, reference to the current fair value of another instrument that is substantially the same, discounted cash flow analysis and option pricing models. If there is a valuation technique commonly used by market participants to price the instrument and that technique has been demonstrated to provide reliable estimates of prices obtained in actual market transactions, the municipality uses that technique. The chosen valuation technique makes maximum use of market inputs and relies as little as possible on entity-specific inputs. It incorporates all factors that market participants would consider in setting a price and is consistent with accepted economic methodologies for pricing financial instruments. Periodically, the municipality calibrates the valuation technique and tests it for validity using prices from any observable current market transactions in the same instrument (i.e. without modification or repackaging) or based on any available observable market data.

The fair value of a financial liability with a demand feature (e.g. a demand deposit) is not less than

the amount payable on demand, discounted from the first date that the amount could be required to be paid.

The municipality assesses at the end of each reporting period whether there is any objective evidence that a financial asset or group of financial assets is impaired. If any such evidence exists, the municipality applies the following to determine the amount of any impairment loss:

Financial assets carried at amortised cost: If there is objective evidence that an impairment loss on loans and receivables or held-to-maturity investments carried at amortised cost has been incurred, the amount of the loss is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows (excluding future credit losses that have not been incurred) discounted at the financial asset's original effective interest rate (i.e. the effective interest rate computed at initial recognition). The amount of the loss is recognised in surplus or deficit.

Financial assets carried at cost: If there is objective evidence that an impairment loss has been incurred on an unquoted equity instrument that is not carried at fair value because its fair value cannot be reliably measured, or on a derivative asset that is linked to and must be settled by delivery of such an unquoted equity instrument, the amount of the impairment loss is measured as the difference between the carrying amount of the financial asset and the present value of estimated future cash flows discounted at the current market rate of return for a similar financial asset. Such impairment losses are not reversed.

Available-for-sale financial assets: When a decline in the fair value of an available-for-sale financial

asset has been recognised in accumulated surplus or deficit and there is objective evidence that the asset is impaired, the cumulative loss that had been recognised in accumulated surplus or deficit is reclassified from accumulated surplus or deficit to surplus or deficit as a reclassification adjustment even though the financial asset has not been derecognised.

Financial assets or financial liability at fair value through surplus or deficit

Financial assets at fair value through surplus or deficit are subsequently measured at fair value with changes in fair value recognised on surplus or deficit.

A financial asset or financial liability at fair value through surplus or deficit is a financial asset or financial liability that meets either of the following conditions:

It is classified as held for trading.

Upon initial recognition it is designated by the municipality as at fair value through surplus or deficit.

Held-to-maturity investments

Held-to-maturity investments are non-derivative financial assets with fixed or determinable payments and fixed maturity that the municipality has the positive intention and ability to hold to maturity.

Held-to-maturity investments are subsequently measured at amortised cost using the effective interest method.

The effective interest method is a method of

calculating the amortised cost of a financial asset or a financial liability (or group of financial assets or financial liabilities) and of allocating the interest income or interest expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash payments or receipts through the expected life of the financial instrument or, when appropriate, a shorter period to the net carrying amount of the financial asset or financial liability. When calculating the effective interest rate, the municipality estimates cash flows considering all contractual terms of the financial instrument, but does not consider future credit losses. The calculation includes all fees and points paid or received between parties to the contract that are an integral part of the effective interest rate, transaction costs, and all other premiums or discounts. In those rare cases when it is not possible to estimate reliably the cash flows or the expected life of a financial instrument (or group of financial instruments) the municipality uses the contractual cash flows over the full contractual term of the financial instrument (or group of financial instruments).

Loans and receivables

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market.

Loans and receivables are subsequently measured at amortised cost using the effective interest method.

The effective interest method is a method of calculating the amortised cost of a financial asset or a financial liability (or group of financial assets or financial liabilities) and of allocating the interest income or interest expense over the relevant period. The effective interest rate is the rate that

exactly discounts estimated future cash payments or receipts through the expected life of the financial instrument or, when appropriate, a shorter period to the net carrying amount of the financial asset or financial liability. When calculating the effective interest rate, the municipality estimates cash flows considering all contractual terms of the financial instrument, but does not consider future credit losses. The calculation includes all fees and points paid or received between parties to the contract that are an integral part of the effective interest rate, transaction costs, and all other premiums or discounts. In those rare cases when it is not possible to estimate reliably the cash flows or the expected life of a financial instrument (or group of financial instruments) the municipality uses the contractual cash flows over the full contractual term of the financial instrument (or group of financial instruments).

Available-for-sale financial assets

Available-for-sale financial assets are those non-derivative financial assets that are designated as available for sale or are not classified as loans and receivables, held-to-maturity investments or financial assets at fair value through profit or loss.

Available-for-sale financial assets are subsequently measured at fair value with changes in fair value recognised in accumulated surplus.

Impairment losses, interest income and dividend income are reported in surplus or deficit.

Other financial liabilities

Other financial liabilities are subsequently measured at amortised cost using the effective interest method.

The effective interest method is a method of calculating the amortised cost of a financial asset or a financial liability (or group of financial assets or financial liabilities) and of allocating the interest income or interest expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash payments or receipts through the expected life of the financial instrument or, when appropriate, a shorter period to the net carrying amount of the financial asset or financial liability. When calculating the effective interest rate, the municipality estimates cash flows considering all contractual terms of the financial instrument, but does not consider future credit losses. The calculation includes all fees and points paid or received between parties to the contract that are an integral part of the effective interest rate, transaction costs, and all other premiums or discounts. In those rare cases when it is not possible to estimate reliably the cash flows or the expected life of a financial instrument (or group of financial instruments) the municipality uses the contractual cash flows over the full contractual term of the financial instrument (or group of financial instruments).

Categorisation

The municipality has various types of financial instruments and these can be broadly categorised as either financial assets or financial liabilities.

A financial asset is any asset that is cash or a contractual right to receive cash. The municipality has the following types of financial assets as reflected on the face of the Statement of Financial Position or in the notes thereto:

- Fixed deposits;
- Investments in municipal bonds;
- Investments in RSA Government Stock;

- Long-term receivables;
- Consumer debtors;
- Other debtors;
- Call investment deposits;
- VAT receivable; and
- Bank balances and cash.

In accordance with IAS 39.09 the financial assets of the municipality are classified as follows into one of the four categories allowed by this standard:

Type of financial asset	Classification in terms of IAS 39.09
Fixed deposit	Held to maturity
Investments in municipal bonds	Held to maturity
Investments in RSA Government Stock.	Held to maturity
Long-term receivables	Loans and receivables
Consumer debtors	Loans and receivables
Other debtors	Loans and receivables
VAT receivable	Loans and receivables
Call Investment Deposits	Held to maturity
Bank balances and cash	Available for sale

A financial liability is a contractual obligation to deliver cash or another financial asset to another entity. The municipality has the following types of financial liabilities as reflected on the face of the Statement of Financial Position or in the notes thereto:

- Long-term liabilities;
- Creditors;
- Consumer deposits;
- Unspent conditional grants; and
- Current portion of long-term liabilities.

There are two main categories of financial liabilities, classified based on how they are measured.

Any other financial liabilities are classified as financial liabilities that are not measured at fair value through profit or loss.

In accordance with IAS 39.09 the financial liabilities of the municipality are classified only as financial liabilities that are not measured at fair value through profit or loss, because none of the following instruments are held for trading.

Type of financial liability	Classification in terms of IAS 39.09
Financial liabilities	
Long-term liabilities (Current & non-current)	Financial liability that is not measured at fair value through profit or loss
Consumer deposits	Financial liability that is not measured at fair value through profit or loss
Creditors	Financial liability that is not measured at fair value through profit or loss
Unspent conditional grants	Financial liability that is not measured at fair value through profit or loss

Impairment of financial assets

Consumer debtors, long-term receivables and other debtors are stated at cost less a provision for bad debts. The provision is made on an individual basis or group, based on expected cash flows (see provision for bad debt policy in policy note No. 10 below).

At each balance sheet date an assessment is made of whether there is any objective evidence of impairment of financial assets. If there is evidence then the recoverable amount is estimated and an impairment loss is recognised in accordance with IAS 39 as an expense in the Statement of Financial Performance.

Separate classes of loans and receivables were assessed for impairment using the following methodologies:

Study Loans:

Amounts outstanding for Study Loans are in terms of the old policy on Study Loans for Staff in terms of which the council granted an advance to the member for the cost of the course enrolled for. Should the candidate fail, the cost was recovered from the staff member. If the candidate passed the course, the advance was expensed in the Statement of Financial Performance. It is a condition of the policy that the staff member receiving such a bursary has to stay in the service of the municipality for the same period of the study course paid for by the municipality. Should the employee leave the service of the municipality, such employee is required to repay the municipality pro-rata in respect of each month or part thereof from the date of termination of service to the date when the bursary period would have expired. Study Loans are therefore assessed at every Statement of Financial Position date and the

portion of the loan that expired during the year is expensed. The balance of these loans up to the date of termination of the contract is considered to be fully recoverable.

Sale-of-Erven Loans:

Sale-of-Erven Loans are assessed individually for impairment to ensure that no objective evidence exists that these loans are irrecoverable. These loans consist mainly of long-term loans to public and employees of the municipality. If the employees are still in the employ of the municipality, management is of the opinion that these loans are fully recoverable. Should this not be the case, a provision for doubtful debt is made.

Sundry Deposits:

Sundry deposits are assessed for impairment to ensure that no objective evidence exists that these deposits are irrecoverable.

Sundry Debtors:

Sundry Debtors are those Suspense Control Accounts classified as financial instruments with debit balances as at year-end. Sundry Debtors are assessed individually for impairment to ensure that no objective evidence exists that these debtors are irrecoverable.

Capital Projects:

Capital Projects are conditional grant accounts with debit balances as at year-end, carrying a debit balance as at year-end. Capital Projects are assessed individually for impairment to ensure that no objective evidence exists that these debtors are irrecoverable.

Insurance Claims:

Insurance Claims are in respect of expenditure incurred for assets replaced by the municipality and the settlement from the insurers is awaited. These happened before GRAP was implemented and are assessed individually for impairment to ensure that no objective evidence exists that these debtors are irrecoverable.

Government Subsidy Claims:

Government subsidy claims are individually assessed for impairment to ensure that no objective evidence exists that these debtors are irrecoverable.

Disposal of investments

On disposal of an investment, the difference between the net disposal proceeds and the carrying amount is charged or credited to the Statement of Financial Performance.

INVESTMENT IN MUNICIPAL ENTITIES

Municipal controlled entities are those entities which the municipality owns or over whose financial and operating policies it has the power to exercise beneficial control.

In the municipality's Separate Financial Statements, investments in controlled entities are accounted for at cost less any accumulated impairment.

INVENTORIES

Inventories consist of raw materials, work in

progress, consumables and finished goods, which are valued at the lower of costs, determined on the first in first out basis, and net realisable value.

Cost of inventories comprises all costs of purchase, cost of conversion and other costs incurred in bringing the inventories to its present location and condition.

Redundant, damaged and slow-moving inventories are identified and written down with regard to their estimated net realisable values. Consumables are written down with regard to their age, condition and utility. A provision for obsolete stock is raised for such identified inventory, but which has not yet been authorised for write down / write off.

Repaired / upgraded stock is shown at cost plus the cost of repair / upgrade.

ACCOUNTS RECEIVABLE

Accounts receivable are carried at anticipated realisable value. An estimate is made for doubtful receivables based on a review of all outstanding amounts at year-end. Bad debts are written off during the year in which they are identified. Amounts that are perceived to be receivable within 12 months from the reporting date are classified as current.

Provision for bad debts is made annually. The amount to be provided will be determined by analysing the payment level trends and expensing an amount equalling the expected non-payment as contribution to the bad debt provision through the Statement of Financial Performance.

TRADE CREDITORS

Trade creditors are stated at their nominal value.

RISK MANAGEMENT OF FINANCIAL ASSETS AND LIABILITIES

It is the policy of the Ekurhuleni Metropolitan Municipality to disclose information that enables the user of its financial statements to evaluate the nature and extent of risks arising from financial instruments to which the municipality is exposed on the reporting date.

Risks and exposure are disclosed as follows:

Credit Risk

- Each class of financial instrument is disclosed separately;
- Maximum exposure to credit risk not covered by collateral is specified; and
- Financial instruments covered by collateral is specified.

Liquidity Risk

- A maturity analysis for financial assets and liabilities that shows the remaining contractual maturities; and
- Liquidity risk is managed by ensuring that all assets are reinvested at maturity at competitive interest rates in relation to cash flow requirements. Liabilities are managed by ensuring that all contractual payments are met timeously and, if required, additional new arrangements are established at competitive rates to ensure that cash flow requirements are met.

- A maturity analysis for financial assessment (where applicable) that shows the remaining contractual maturities is disclosed in Appendix A to the annual financial statements.

The entire IFRS 7/IAS 144 has been exempted in terms of General notice 552 of 2007. However, according to the afore-mentioned General notice, this standard is to be replaced by IAS 32 (AC 125) issued in August 2006 and effective for financial statements covering periods beginning on or after 1 January 1998. Thus the old IAS 32/ AC 125 is still applicable. The requirements of the latter standard have been applied for both the previous and current financial years.

REVENUE RECOGNITION

Revenue from Exchange Transactions

Revenue is the gross inflows of economic benefits or service potential during the reporting period when those inflows result in increases in net assets, other than increases relating to contributions from owners.

Revenue is measured at the fair value of the consideration received or receivable.

When the inflow of cash or cash equivalents is deferred and the fair value of the consideration is less than the nominal amount of cash received or receivable, the arrangement effectively constitutes a financing transaction. The fair value of the consideration is determined by discounting all future receipts using an imputed rate of interest.

The imputed rate of interest is the more clearly

determinable of either:

- The prevailing rate for a similar instrument of an issuer with a similar credit rating; or
- A rate of interest that discounts the nominal amount of the instrument to the current cash sales price of the goods or services.

The difference between the fair value and the nominal amount of the consideration is recognised as interest revenue.

Service charges relating to electricity and water are based on consumption. Meters are read periodically and revenue is recognised when invoiced. Provisional estimates of consumption are made monthly when meter readings have not been performed and are based on the consumption history. The provisional estimates of consumption are recognised as revenue when invoiced. Adjustments to provisional estimates of consumption are made in the invoicing period when meters have been read. These adjustments are recognised as revenue in the invoicing period. There are areas within the municipality where an unmetered water tariff is applied based on estimated consumption as per promulgated tariffs. Revenue for these is recognised when invoiced.

Interest earned on investments is recognised in the Statement of Financial Performance on the time proportionate basis, using the effective interest method. Interest may be transferred from the accumulated surplus to the CRR or the Housing Development Fund.

Income in respect of housing rental and instalments is accrued monthly in terms of the agreement.

Revenue arising from the application of the

approved tariff of charges is recognised when the relevant service is rendered by applying the relevant gazetted tariff. This includes the issuing of licences and permits.

Income for agency services is recognised on a monthly basis, once the income collected on behalf of agents has been quantified. The income recognised is in terms of the agency agreement.

Revenue from public contributions is recognised when all the conditions associated with the contribution have been met.

Dividends are recognised when the municipality's right to receive payment is established.

Revenue from the sale of goods is recognised when the following conditions have been satisfied:

- The municipality has transferred to the buyer the significant risks and rewards of ownership;
- The municipality retains neither continuing managerial involvement to the degree usually associated with ownership nor effective control over the goods sold;
- The amount of revenue can be measured reliably;
- It is probable that the economic benefits or service potential associated with the transaction will flow to the municipality; and
- The costs incurred or to be incurred in respect of the transaction can be measured reliably.

Revenue from Non-Exchange Transactions

Revenue from property rates is recognised when the legal entitlement to this revenue arises. Collection charges are recognised when such amounts are legally enforceable. Penalty interest on unpaid rates is recognised on a time proportion basis.

A rating system charging one tariff is employed. Rebates and remissions are granted to certain categories of ratepayers and are recognised net of revenue.

The Regional Establishment Levy and Regional Services Levy are recognised at the time of receipt of the RSC4 return submitted by all registered levy payers. Where cash is received but the RSC4 returns are not submitted, this cash is recognised as income for the year. This income is split between the Regional Establishment Levy and Regional Services Levy pro-rata based on the ratio between the Regional Establishment Levy and Regional Services Levy on the total amount declared for the year. RSC levies income had been replaced with an increase in the equitable share grant received from the National Treasury.

Revenue from spot fines is recognised when paid by the offender. Revenue from the issuing of summons is only recognised when notified by the public prosecutor of the amount actually collected.

Donations are recognised on a cash receipt basis or where the donation is in the form of property, plant

and equipment, when such items of property, plant and equipment are brought into use. Contributed property, plant and equipment are recognised when such items of property, plant and equipment are brought into use.

Revenue from the recovery of unauthorised, irregular, fruitless and wasteful expenditure is based on legislated procedures, including those set out in the Municipal Finance Management Act (Act No.56 of 2003) and is recognised when the recovery thereof from the responsible councillors or officials is virtually certain.

CONDITIONAL GRANTS AND RECEIPTS

Revenue received from conditional grants, donations and funding are recognised as revenue to the extent that the municipality has complied with any of the criteria, conditions or obligations embodied in the agreement. To the extent that the criteria, conditions or obligations have not been met a liability is recognised.

This policy is in line with exemptions granted by the National Treasury as per the General Notice 552 of 2007.

PROVISIONS

A provision is recognised when the municipality has a present obligation (legal or constructive) as a result of a past event and it is probable (i.e. more likely than not) that an outflow of resources embodying economic benefits or service potential will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation.

Provisions are reviewed annually and those estimated to be settled within the next 12 months are treated as current liabilities. All other provisions are treated as long-term liabilities.

Long-term liabilities are discounted to the date of the annual financial statements applying the average cost of borrowings interest rate.

a. Leave Provision

Liabilities for annual leave are recognised as they accrue to employees. The liability is based on the total accrued leave days at year end.

b. COID Provision

The provision for COID pensions and medical aid liability is based on eligible members, their current age and their future life expectancy. Cash flows are projected on the basis of current pension payments

escalated at 7% per annum and medical aid payments escalated at 10% per annum over members expected lives. Resulting cash flows have been discounted to Net Present Value applying a discount rate of 12%.

c. Landfill Rehabilitation Provision

The Landfill Rehabilitation Provision is created for the rehabilitation of the current operational sites at a future estimated time of closure.

The value of the Provision is based on the expected future cost to rehabilitate the various sites discounted back to the balance sheet date at the cost of capital, which is currently 12%.

CASH AND CASH EQUIVALENTS

Cash comprises cash-in-hand and demand deposits. Cash equivalents are short-term, highly liquid investments that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.

For the purposes of the cash flow statement, cash and cash equivalents comprise cash-in-hand, deposits held on call with banks and investments in financial instruments, net of bank overdrafts.

Bank overdrafts are recorded based on the facility utilised. Finance charges on bank overdrafts are expensed as incurred.

UNAUTHORISED EXPENDITURE

Unauthorised expenditure is expenditure that has not been budgeted for, expenditure that is

not in terms of the conditions of an allocation received from another sphere of government, municipality or organ of state and expenditure in the form of a grant that is not permitted in terms of the Municipal Finance Management Act (Act No.56 of 2003). Unauthorised expenditure is accounted for as an expense in the Statement of Financial Performance and where recovered, it is subsequently accounted for as revenue in the Statement of Financial Performance.

IRREGULAR EXPENDITURE

Irregular expenditure is expenditure that is contrary to the Municipal Finance Management Act (Act No.56 of 2003), the Municipal Systems Act (Act No.32 of 2000), and the Public Office Bearers Act (Act No. 20 of 1998) or is in contravention of the municipality's supply-chain management policy. Irregular expenditure excludes unauthorised expenditure. Irregular expenditure is accounted for as expenditure in the Statement of Financial Performance and where recovered, it is subsequently accounted for as revenue in the Statement of Financial Performance.

FRUITLESS AND WASTEFUL EXPENDITURE

Fruitless and wasteful expenditure is expenditure that was made in vain and would have been avoided had reasonable care been exercised. Fruitless and wasteful expenditure is accounted for as expenditure in the Statement of Financial Performance and where recovered, it is subsequently accounted for as revenue in the Statement of Financial Performance.

COMPARATIVE INFORMATION

Current year comparatives

Budgeted amounts have been included in the annual financial statements.

Prior year comparatives

When the presentation or classification of items in the annual financial statements is amended, prior period comparative amounts are reclassified. The nature and reason for the reclassification is disclosed.

EMPLOYEES BENEFITS

Retirement Funds

The municipality provides retirement benefits for its employees and councillors. The contributions to fund obligations for the payment of retirement benefits are expensed in the year in which they become payable.

The municipality contributes to defined contribution and defined benefit funds. These funds are in the main single employer funds, and in specific instances multi-employer funds.

Defined Contribution Funds

Where an employee has rendered services to the municipality during the year, the municipality recognises the contribution payable to a defined contribution plan in exchange for that service immediately as an expense.

Defined Benefit Plans

The municipality does not apply "defined benefit

accounting" to the defined benefit funds to which it is a member where these funds as classified in terms of IAS 19 as multi-employer plans, as sufficient information is not available to apply the principles involved. As a result, paragraph 30 of IAS 19 is applied and such funds are accounted for as defined contribution funds.

To the extent that a surplus or deficit in the place, based on available information, may affect the amount of future contributions, these are assessed. In the case of surpluses, no change is made in the rate of contributions. In the case of deficits, the municipality will increase contributions on a phased basis. To the extent that the full discounted value of obligations to the funds is not fully accounted for at year end, a contingent liability arises and is reported on accordingly.

Medical Aid: Continued Member

The municipality provides post-retirement benefits by subsidising the medical aid contributions of certain retired staff. According to the rules of the medical aid funds, with which the municipality is associated, a member (subject to the applicable conditions of service), on retirement, is entitled to remain a continued member of such medical aid fund, in which case the member is liable for the portion as determined by Council from time to time, of the medical aid membership fee, and the municipality for the remaining portion.

These contributions are charged to the operating account when paid.

Accrued Leave Pay

Liabilities for annual leave are recognised as they accrue to employees. The liability is based on the total accrued leave days at year end.

LEASES

Where substantially all the risks and rewards associated with ownership of an asset are transferred to the municipality, the lease is classified as a finance lease.

Operating leases are those leases that do not transfer substantially all the risks and rewards associated with ownership of an asset to the municipality.

Finance leases – The Municipality as lessor

The municipality recognise lease payments receivable as assets in the statement of financial position. The municipality presents such assets as a receivable at an amount equal to the net investment in the lease.

The recognition of finance revenue is based on a pattern reflecting a constant periodic rate of return on the municipality's net investment in the finance lease. Lease payments relating to the period, excluding costs for services, are applied against the gross investment in the lease to reduce both the principal and the unearned finance revenue.

Finance leases – The Municipality as lessee

At the commencement of the lease term, the municipality recognise finance leases as assets and liabilities in the statement of financial position at an amount equal to the fair value of the leased asset or, if lower, the present value of the minimum lease payments, each determined at the inception of the lease. The discount rate used in calculating the present value of the minimum lease payments is the interest rate implicit in the lease, if this is practicable to determine; if not, the municipality's incremental borrowing rate is used. Any initial direct costs of the municipality are added to the amount recognised as an asset.

Minimum lease payments are apportioned between the finance charge and the reduction of the outstanding liability. The finance charge is allocated to each period during the lease term so as to produce a constant periodic rate of interest on the remaining balance of the liability. Contingent rents are charged as expenses in the periods in which they are incurred.

A finance lease gives rise to a depreciation expense for depreciable assets as well as finance expense for each accounting period. The depreciation policy for depreciable leased assets is consistent with that for depreciable assets that are owned, and the depreciation recognised is calculated in accordance with the relevant accounting policy that the specific depreciable leased asset relates to. If there is no reasonable certainty that the municipality will obtain ownership by the end of the lease term, the asset is fully depreciated over the shorter of the lease term and its useful life.

Operating leases – The Municipality as lessor

The municipality present assets subject to operating leases in the statement of financial position according to the nature of the asset.

Lease revenue from operating leases is recognised as revenue on a straight-line basis over the lease term, unless another systematic basis is more representative of the time pattern in which benefit derived from the leased asset is diminished.

Costs, including depreciation, incurred in earning the lease revenue are recognised as an expense. Lease revenue is recognised on a straight-line basis over the lease term even if the receipts are not on such a basis, unless another systematic basis is more representative of the time pattern in which use benefit derived from the leased asset is diminished. Initial direct costs incurred by the municipality in negotiating and arranging an operating lease is added to the carrying amount of the leased asset and recognised as an expense over the lease term on the same basis as the lease revenue.

The depreciation policy for depreciable leased assets is consistent with the municipality's normal depreciation policy for similar assets.

Operating leases – The Municipality as lessee

Lease payments under an operating lease are recognised as an expense in the statement of financial performance on a straight-line basis over the lease term, unless another systematic basis is more representative of the time pattern of the benefit to the municipality.

VALUE ADDED TAX

The municipality accounts for Value Added Tax on the payment basis.

SEGMENTAL INFORMATION

The principal segments have been identified on a primary basis by service operation and on a secondary basis by the classification of income and expenditure. The primary basis is representative of the internal structure for both budgeting and management purposes.

GRANTS-IN-AID

The municipality transfers money to individuals, organisations and other sectors of government from time to time. When making these transfers, the municipality does not:

- Receive any goods or services directly in return, as would be expected in a purchase or sale transaction;
- Expect to be repaid in future; or
- Expect a financial return, as would be expected from an investment.

The transfers are recognised in the financial statements as expenses in the period in which the events giving rise to the transfer occurred.

BORROWING COST

The municipality capitalises borrowing costs that are directly attributable to the acquisition, construction or production of a qualifying asset as part of the cost of that asset. Borrowing costs

are interest and other costs that the municipality incurs in connection with the borrowing of funds. A qualifying asset is an asset that necessarily takes a substantial period of time to get ready for its intended use or sale.

To the extent that the municipality borrows funds specifically for the purpose of obtaining a qualifying asset, the municipality determines the amount of borrowing costs eligible for capitalisation as the actual borrowing costs incurred on that borrowing during the period less any investment income on the temporary investment of those borrowings.

To the extent that the municipality borrows funds generally and uses them for the purpose of obtaining a qualifying asset, the municipality determines the amount of borrowing costs eligible for capitalisation by applying a capitalisation rate to the expenditure on that asset. The capitalisation rate is the weighted average of the borrowing costs applicable to the borrowings of the municipality that are outstanding during the period, other than borrowings made specifically for the purpose of obtaining a qualifying asset.

When the carrying amount or the expected ultimate cost of the qualifying asset exceeds its recoverable amount or recoverable service amount or net realisable value, the carrying amount is written down as impairment.

The municipality begins capitalising borrowing costs as part of the cost of a qualifying asset on the commencement date. The commencement date for capitalisation is the date when the municipality first meets all the following conditions:

- It incurs expenditure for the asset.
- It incurs borrowing costs.
- It undertakes activities that are necessary to prepare the asset for its intended use or sale.

The municipality suspends capitalisation of borrowing costs during extended periods in which it suspends active development of a qualifying asset.

The municipality ceases capitalising borrowing costs when substantially all the activities necessary to prepare the qualifying asset for its intended use or sale are complete.

When the municipality completes the construction of a qualifying asset in parts and each part is capable of being used while construction continues on other parts, the municipality ceases capitalising borrowing costs when it completes substantially all the activities necessary to prepare that part for its intended use.

Other borrowing costs are recognised as an expense in the period in which it is incurred.

INVESTMENT PROPERTY

Investment properties, which are properties held either to earn rentals or for capital appreciation, rather than held to meet service delivery objectives, the production or supply of goods or services, or the sale of an asset in the ordinary course of the municipality's operations, are stated at cost less accumulated depreciation and accumulated impairment losses.

Where an investment property is acquired at no cost, or for a nominal cost, its cost is its fair value as at the date of acquisition.

The municipality determines the fair value of investment property, for the purpose of disclosure.

NON-CURRENT ASSET HELD FOR SALE AND DISCONTINUED OPERATIONS

Non-current assets (or disposal group) are classified as held for sale if its carrying amount is to be recovered principally through a sale transaction, rather than through continuing use. This applies to those non-current assets that the municipality is to sell at approximately their fair values in their present condition, and when the sale is highly probable.

A sale is highly probable if the appropriate level of the municipal management is committed to a plan to sell. This means that the municipality must:

- have begun an active programme to locate a buyer and complete the sale;
- be actively marketing the asset or disposal group at a price that is reasonable compared to its current fair value;
- have made a sale to be completed within one year from the date of classification, unless a delay is caused by events beyond the entity's control; and
- carry out actions required to complete the plan, which should indicate that it is not likely that there will be significant changes made to the plan or that the plan will be withdrawn.

The municipality measures non-current assets (or disposal group) that meet the classification conditions to be held for sale at the lower of its carrying amount and fair value less costs to sell. Immediately before the initial classification of the asset (or disposal group) as held for sale, the municipality measures the asset (or all the assets and liabilities of the group) in accordance with the relevant accounting policy which they were accounted for immediately before the measurement under this policy.

The municipality allocates and recognises impairment losses on measurement and re-measurement to fair value less costs to sell in the same way as under the policy on Impairment of Assets.

Non-current assets that have been classified as held for sale (or that are part of disposal groups classified as held for sale) are not depreciated or amortised.

Where a disposal group includes both assets and liabilities, the municipality presents separately the assets and the liabilities. The municipality does not adjust comparative figures.

A discontinued operation is a component of the municipality that either has been disposed of or is classified as held for sale, and:

- represents a separate major line of activity or geographical area of operations, or
- is part of a single co-ordinated plan to dispose of a separate major line of activity or geographical area of operations, or
- is a controlled entity acquired exclusively with a view to resale.

The municipality adjusts comparative figures for discontinued operations.

INTANGIBLE ASSETS

An intangible asset is an identifiable, non-monetary asset without physical substance. Intangible assets are identifiable resources controlled by the municipality from which the municipality expects to derive future economic benefits or service potential.

Intangible assets are identifiable when they can be separated from the municipality, i.e. is capable of being separated or divided from the municipality and sold, exchanged, licensed or, when they arise as a result of a contractual or other legal right, excluding those legal rights that arise from statute.

The municipality recognises an intangible asset in its statement of financial position only when it is probable that the expected future economic benefits or service potential that are attributable to the asset will flow to the municipality; and the municipality can measure the cost or fair value of the asset reliably.

An intangible asset is measured initially at cost.

Acquired intangible assets

Where the municipality acquires intangible assets, the municipality recognise them as assets in the statement of financial position at cost.

Internally generated intangible assets

Where the municipality generates its own intangible assets through research and development or the acquisition of another entity, recognition is based on whether or not it is probable that the intangible

assets will generate future economic benefits or service potential. Expenditure on research is not recognised as an asset.

An intangible asset arising from development (or from the development phase of an internal project) is recognised if, and only if, the municipality can demonstrate all of the following:

- The technical feasibility of completing the intangible asset so that it will be available for use or sale.
- Its intention is to complete the intangible asset and to use or sell it.
- Its ability to use or sell the intangible asset.
- How the intangible asset will generate probable future economic benefits or service potential. Among other things, the municipality can demonstrate the existence of a market for the output of the intangible asset or the intangible asset itself or, if it is to be used internally, the usefulness of the intangible asset.
- The availability of adequate technical, financial and other resources to complete the development and to use or sell the intangible asset.
- Its ability to measure reliably the expenditure attributable to the intangible asset during its development.

The municipality does not recognise internally generated goodwill as an intangible asset. It also does not recognise internally generated brands, mastheads, publishing titles, customer lists and items similar in substance, as intangible assets.

The cost of an internally generated intangible asset is the sum of expenditure incurred from the date when the intangible asset first meets the recognition criteria.

Intangible assets are carried at its cost less accumulated amortisation and accumulated impairment losses.

The municipality assesses whether the useful life or service potential of an intangible asset is finite or indefinite. The municipality regards an intangible asset as having an indefinite useful life when there is no foreseeable limit to the period over which the entity expects the asset to generate net cash inflows or service potential for the entity. Intangible assets with indefinite useful lives are not amortised.

The useful life of an intangible asset that arises from contractual or legal rights does not exceed the period of the contractual or legal rights, but may be shorter depending on the period over which the municipality expects to use the asset.

The municipality reviews the amortisation method, useful lives and residual values of intangible assets annually.

The estimated useful lives are as follows:

Item	Useful life
Computer software	As per asset management policy

IMPAIRMENT OF ASSETS

The municipality assesses at each reporting date whether there is any indication that an asset may be impaired. If there is any such indication, the municipality estimates the recoverable amount of the asset.

Irrespective of whether there is any indication of impairment, the municipality also:

- Tests an intangible asset with an indefinite useful life or an intangible asset not yet available for use for impairment annually, by comparing its carrying amount with its recoverable amount. This impairment test may be performed at any time during an annual period, provided it is performed at the same time every year. Different intangible assets may be tested for impairment at different times. However, if such an intangible asset was initially recognised in the current annual period, that intangible asset shall be tested for impairment before the end of the current annual period.
- Test goodwill acquired in a business combination for impairment annually.

An impairment loss is the amount by which the carrying amount of an asset or a cash-generating unit exceeds its recoverable amount.

The recoverable amount of an asset or a cash-generating unit is the higher of its fair value less costs to sell and its value in use.

Value in use is the present value of the future cash flows expected to be derived from an asset or cash-generating unit.

Carrying amount is the amount at which an asset is recognised after deducting any accumulated depreciation (amortisation) and accumulated impairment losses thereon.

An impairment loss is recognised immediately in surplus or deficit. After the recognition of an impairment loss, the depreciation (amortisation) charge for the asset is adjusted in future periods to allocate the asset's revised carrying amount, less its residual value (if any), on a systematic

basis over its remaining useful life.

If there is any indication that an asset may be impaired, the recoverable amount is estimated for the individual asset. If it is not possible to estimate the recoverable amount of the individual asset, the municipality determines the recoverable amount of the cash-generating unit to which the asset belongs (the asset's cash-generating unit). The recoverable amount of a cash-generating unit is the higher of the cash-generating unit's fair value less costs to sell and its value in use. The carrying amount of a cash-generating unit is determined on a basis consistent with the way the recoverable amount of the cash-generating unit is determined.

A cash-generating unit is the smallest identifiable group of assets that generates cash inflows that are largely independent of the cash inflows from other assets or groups of assets.

A reversal of an impairment loss for an asset is recognised immediately in surplus or deficit. After a reversal of an impairment loss is recognised, the depreciation (amortisation) charge for the asset is adjusted in future periods to allocate the asset's revised carrying amount, less its residual value (if any), on a systematic basis over its remaining useful life.

A reversal of an impairment loss for a cash-generating unit is allocated to the assets of the unit pro-rata with the carrying amounts of those assets. These increases in carrying amounts are treated as reversals of impairment losses for individual assets.

5.3.6 CASH MANAGEMENT POLICY

Application and Scope

The Cash Management Policy is applicable to the Ekurhuleni Metropolitan Municipality.

Cash management will include all amounts disclosed on the financial statements on the following line items:

- Long-term liabilities and current portion of long-term liabilities;
- Investments (long-term and short-term);
- Investments in Municipal Entities; and
- Cash and cash equivalents.

The adoption of the policy will result in the repealing of the Funding Strategy compiled in March 2004.

Objectives of Policy

- To maintain or reduce the average cost of borrowing;
- To maintain a capital budget of R2 billion plus per annum;
- To maintain a minimum days cash-in-hand of 70 days;
- To maintain a maximum debt cost to expenditure ratio of 15%; and
- To maintain a minimum long-term credit rating of AA.

Introduction

Availability of cash is one of the key requirements for financial sustainability for any organisation.

Accumulated surplus is not an indicator of available cash and should not be seen as having a direct correlation with surplus cash.

One of the first and most important issues that must be borne in mind is that financial statements of municipalities are compiled on the accrual basis (GRAP/GAAP accounting standards used as basis of compilation) and not on the cash basis as Provincial and National Government. In the past (prior to 1 July 2004) the accrual basis was used, but fund accounting was applied and not GRAP. This change in accounting basis led to the generation of larger than expected accounting surpluses.

Determination of minimum cash level to retain

Investment in Municipal Entities

The Accounting Policy of the Ekurhuleni Metropolitan Municipality contains the following section relating to investments in municipal entities:

“Municipal-controlled entities are those entities which the municipality owns or over whose financial and operating policies it has the power to exercise beneficial control.

The municipality accounts for these entities on the Equity Basis. On acquisition the investment is recognised at fair value.

Post acquisition results of the entities acquired and disposed of are, respectively, included from the effective dates of acquisition, and to the effective dates of disposal. These results are processed to revenue or expensed in the Statement of Financial Performance.

Increases in the capitalisation of the entities are recognised at fair value in the Investment values in the Municipality's accounts, and credited to the Revaluation Reserve.

To the extent that the assets and liabilities of entities are revalued, the investment is adjusted and the revaluation is taken directly to the Revaluation Reserve in the Statement of Changes in Net Assets.

The amounts shown as Investments in Municipal Entities must therefore be regarded as a “non distributable reserve” and no cash made available to fund either the operational or capital budget.

Encumbered Investments

Certain long-term investments were ceded to financial institutions as guarantees for-term loans taken up. These investments are not available to the Ekurhuleni Metropolitan Municipality for any purpose other than the redemption of the loans and the cash can therefore not be made available to fund either the Operational or Capital budgets.

Balance Sheet Reserves and Provisions:

The Accounting Policy of the Ekurhuleni Metropolitan Municipality contains the following sections relating to reserves:

Capital Replacement Reserve (CRR)

In order to finance the provision of infrastructure and other items of property, plant and equipment from internal sources, amounts are transferred from the net surplus of the year or the accumulated surplus to the CRR in terms of a Council resolution. A corresponding amount is transferred to a designated CRR bank account.

The cash in the designated CRR bank account can only be utilised to finance items of property, plant and equipment. The CRR is reduced and the accumulated surplus / (deficit) is credited by a corresponding amount when the amounts in the CRR are utilised. The amount transferred to the CRR is based on the municipality's need to finance future capital projects included in the Integrated Development Plan, subject to affordability in the budget process.

Interest earned on the CRR investment is recorded as interest earned in the Statement of Financial Performance.

The CRR may only be utilised for the purpose of purchasing / construction of items of property, plant and equipment and may not be used for the maintenance of these items.

Profit made from the disposal of PPE is recorded in the Statement of Financial Performance.

The balance of the Capital Replacement Reserve must be cash-backed to ensure availability of cash to fund the Capital Budget for CRR funded projects. The CRR will be discontinued in the 2008/09 financial year and surplus cash will be used to fund capital projects.

PROVISIONS

A provision is recognised when the municipality has a present obligation (legal or constructive) as a result of a past event and it is probable (i.e. more likely than not) that an outflow of resources embodying economic benefits or service potential will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation.

Provisions are reviewed annually and those estimated to be settled within the next 12 months are treated as current liabilities. All other provisions are treated as long-term liabilities.

Long-term liabilities are discounted to the date of the annual financial statements applying the average cost of borrowings interest rate.

Leave Provision

Liabilities for annual leave are recognised as they accrue to employees. The liability is based on the total accrued leave days at year end.”

Due to the fact that not all leave balances are redeemed for cash, only 50% of the leave provision is cash-backed.

COID Provision

The provision for COID pensions and medical aid liability is based on eligible members, their current age and their future life expectancy. Cash flows are projected on the basis of current pension payments escalated at 7% per annum and medical aid payments escalated at 10% per annum over members expected lives. Resulting cash flows have been discounted to Net Present Value applying a discount rate of 12%.”

The COID Provision must be cash-backed to ensure availability of cash for payment of claims.

Landfill Rehabilitation Provision

The Landfill Rehabilitation Provision is created for the rehabilitation of the current operational sites at the future estimated time of closure.

The value of the Provision is based on the

expected future cost to rehabilitate the various sites discounted back to the balance sheet date at the cost of capital, which is currently 12%.

The Landfill Rehabilitation Provision must be cash-backed to ensure availability of cash for the rehabilitation of the landfill sites.

DONATIONS, PUBLIC CONTRIBUTIONS AND UNSPENT GRANT-FUNDING

The Accounting Policy of the Ekurhuleni Metropolitan Municipality contains the following section relating to donations and public contributions:

“Revenue received from conditional grants, donations and funding is recognised as revenue to the extent that the municipality has complied with any of the criteria, conditions or obligations embodied in the agreement. To the extent that the criteria, conditions or obligations have not been met, a current liability is recognised.”

Unspent amounts in relation to donations, public contributions and unspent grant funding are therefore retained in cash and are not available to fund any items on the operating or capital budget other than in terms of the conditions of the donations, public contributions or grants.

Other balance sheets items to be cash-backed

Consumer Deposits

Consumer deposits are regarded as creditors, i.e. the funds are owed to consumers and can therefore not be utilised to fund the operating or capital budget.

Working Capital

Working capital is required to ensure cash availability in the event of emergencies. Council must retain cash for a period of 70 days as minimum cash balance to ensure sufficient working capital.

External Loans

Given that a large portion of municipal infrastructure has a long-term economic life and a general principle is that the current ratepayers should not pay for the usage of future ratepayers, there is a strong economic argument to finance this capital expenditure through long-term borrowing, in order to accelerate the pace of delivery and to mirror the repayment of funds with the economic life of the asset.

As a general principle, when interest rates are expected to decrease, it is advisable that a floating rate be negotiated in order to take advantage of the lower interest rates in the future. If interest rates are expected to increase, it is advisable to obtain a fixed rate so that the benefits of the current low interest rate are maintained.

Ekurhuleni's Long-Term Financing Strategy has been used as a basis to determine the affordability of loans over the Medium-Term Income and Expenditure Framework (MTIEF) Period.

The assumptions of the forecast model are as follows:

- The operating income and expenditure will grow with between 5% and 12% per annum (within the current inflation target setting);
- Debtors payment levels of 95% on current billings. In addition, amounts on arrears will be collected and written off with varying

amounts over the 10-year period;

- Interest on cash and investments is earned at 8% per annum; and
- New loans are repaid in 15 annual instalments at an interest rate of 10%.

The capital budget has an actual implementation rate of 100%. This was used as indicator of how the cash position will be as “worst-case” scenario.

From the above, it is recommended that the following amounts be taken up in the MTIEF Period:

- 2009/10 Budget – R800 million (timing will depend on actual spending levels).
- 2010/11 Budget – R800 million (timing will depend on actual spending levels).
- 2010/11 Budget – R800 million (timing will depend on actual spending levels).

Conclusion

The availability of cash must be closely monitored in the MTIEF period to ensure the timely payment of creditors.

Possible changes in the municipal environment that may have an impact on the cash position of Council and that will impact on this policy, includes the following:

- Changes in income levels (billed) as a result of load-shedding;
- Reduced growth in the region as a result of the current economic conditions;
- Higher than budgeted non-payment as a result of the current economic conditions; and
- Implementation of the Regional Electricity Distributors.

This policy will be amended and / or updated once more clarity regarding the above are available.

5.3.7 ENTITIES FINANCIAL SUPPORT POLICY

Application and Scope

The Municipal Entities Support Policy is applicable to the Ekurhuleni Metropolitan Municipality.

Ekurhuleni Metropolitan Municipality has three Municipal Entities:

- Brakpan Bus Company (BBC);
- East Rand Water Care Company (ERWAT);
- Ekurhuleni Development Company (EDC), which includes the following companies:

- Ekurhuleni Development Company;
- Pharo Park;
- Phase Two; and
- Lethabong Housing Institute.

Objectives of Policy

To regulate the financial support given to municipal entities.

To ensure compliance with the Municipal Finance Management Act.

Introduction

Regular requests are received for financial and other support from the municipal entities. It is not a sound principle to evaluate requests for financial support on an ad-hoc basis only, but it is preferable to have a framework within which requests will be considered.

Options include, but are not limited to:

- Bulk contributions received from developers used to fund additional capacity requirements.
- Negotiation of consolidated loans for EMM and entities at more beneficial rates at which entities can obtain loan funding.
- Entities that are not financially viable be incorporated into the EMM administration.

Legislative Framework

The various section of the Municipal Finance Management Act (MFMA) reads as follows:

Budgets

87. (1) *The board of directors of a municipal entity must for each financial year submit a proposed budget for the entity to its parent municipality not later than 150 days before the start of the entity's financial year or earlier if requested by the parent municipality.*

(4) *The board of directors of a municipal entity must approve the budget of the municipal entity not later than 30 days before the start of the financial year, taking into account any hearings or recommendations of the council of the parent municipality.*

(5) *The budget of a municipal entity must:-*

(a) *be balanced;*

(c) *be within any limits determined by the entity's parent municipality, including any limits on tariffs, revenue, expenditure and **borrowing**;*

(d) *include a multi-year business plan for the entity that:-*

(iv) *reflects actual and potential liabilities and commitments, **including particulars of any proposed borrowing of money** during the period to which the plan relates; and*

(7) *Any projected allocation to a municipal entity from its parent municipality must be provided for in the annual budget of the parent municipality, and to the extent not so provided, the entity's budget must be adjusted.*

Fiduciary duties of accounting officers

94. (1) *The accounting officer of a municipal entity must:-*

(a) *exercise utmost care to ensure reasonable protection of the assets and records of the entity;*

(d) *seek, within the sphere of influence of that accounting officer, to prevent any prejudice to the **financial interests of the parent municipality** or the municipal entity.*

101. (1) *The accounting officer of a municipal entity must report, in writing, to the board of directors of the entity, at its next meeting, and to the accounting officer of the entity's parent municipality any financial **problems** of the entity, including- ... (b) any **steps taken to rectify** such financial problems.*

Borrowing of money

108. (1) *A municipal entity may borrow money, but only in accordance with-*

(a) *the entity's multi-year business plan referred to in Section 87(5)(d); and*

(b) *the provisions of Chapter 6 to the extent that those provisions can be applied to a municipal entity.*

Financial problems in municipal entities

109. *If a municipal entity experiences serious or persistent financial problems and the board of directors of the entity fails to act effectively, the parent municipality must either:-*

(a) *take appropriate steps in terms of its rights and powers over that entity, including its rights and powers in terms of any relevant service delivery or other agreement;*

(b) *impose a financial recovery plan, which must meet the same criteria set out in Section 142 for a municipal financial recovery plan; or*

(c) *liquidate and disestablish the entity.*

Forbidden activities

164. (1) *No municipality or municipal entity may:*

(a) *conduct any commercial activities;*

(c) *make loans to:-*

(i) *councillors or officials of the municipality;*

(ii) *directors or officials of the entity; or*

(iii) *members of the public.*

Financial Support for the 2009/10 – 2011/12 Medium-Term Income and Expenditure Framework Period

The following support will be provided to the Municipal Entities in line with the provisions of the MFMA:

Brakpan Bus Company

Use of Council Owned Buses as per the conditions contained in the Lease Agreement. The further recapitalisation of the bus fleet will be subject to the availability of funds in the capital budget of the Ekurhuleni Metropolitan Municipality.

Use of Council Owned Facilities as per the conditions contained in the Lease Agreement

Administrative support in relation to financial management (on request) at no cost to the BBC with the express provision that the accountability remains with the Accounting Officer of the Entity.

Direct financial support to be considered on a year-to-year basis by Council, subject to availability of finance and/or budget provision at the EMM.

Any other support will be provided in terms of the Service Level agreement, but is subject to the availability of resources in the Ekurhuleni Metropolitan Municipality.

Ekurhuleni Development Company

Administrative support in relation to financial management (on request) at no cost to the EDC with the express provision that the accountability remains with the Accounting Officer of the Entity.

Once-off financial grants to support specific

interventions to ensure MFMA compliance.

Direct financial support to be considered on a year-to-year basis by Council, subject to availability of finance and/or budget provision at the EMM.

External loans of Entity to be guaranteed by the EMM, subject to Council's approval in every instance.

Any other support will be provided in terms of the Service Level agreement, but is subject to the availability of resources in the Ekurhuleni Metropolitan Municipality.

ERWAT

ERWAT, as service provider to the Ekurhuleni Metropolitan Municipality, should set cost reflective tariffs, which must include both operational and capital costs related to the rendering of the service. To this end, the EMM commits to approve the following cost reflective tariffs in the MTIEF period:

- 2009/10 – 13.47% (Due to the current economic climate, a tariff increase of 24% is proposed for the 2009/10 year);
- 2010/11 – 16.91%; and
- 2011/12 – 17%.

MIG grants will be made available from the EMM MIG allocation of between R50 million and R80 million per year to ensure that bulk sewer infrastructure is available to service the EMM community.

Direct financial support to be considered on a year-to-year basis by Council, subject to availability of finance and/or budget provision at the EMM.

External loans of Entity to be guaranteed by the EMM subject to Council approval in every instance.

Any other support will be provided in terms of the Service Level agreement, but subject to the availability of resources in the Ekurhuleni Metropolitan Municipality.

Other Considerations

Bulk contributions received from developers used to fund additional capacity requirements. This must be considered on an ad-hoc basis to ensure all conditions of the contributions are interrogated before a final recommendation is made. Any allocations in this regard will be subject to Council approval.

Negotiation of consolidated loans for EMM and entities at more beneficial rates than what entities can obtain loan funding. Any loans in this regard will be subject to Council approval.

Direct loan funding from the EMM to the entities are not disallowed by the MFMA, but it is deemed to be impractical and is not recommended.

Financial Support in the long term (beyond the 2011/12 financial year)

The Municipal Finance Management Act prescribes the implementation of financial recovery plans and the disestablishment of entities that are not financially viable. Should the various due diligence studies find that certain entities are not financially viable, the disestablishment of the entities should be considered.

Conclusion

This policy should be regarded as an interim policy on financial support to municipal entities. The principle of financial viability should, however, be the overriding principle when the future operations of the entities are considered.

5.3.8 PROPERTY RATES POLICY

PREAMBLE

WHEREAS Section 229 of the Constitution of the Republic of South Africa empowers municipalities to levy property rates, subject to national legislation;

WHEREAS Section 2 of the Local Government: Municipal Property Rates Act No. 6 of 2004 is the national legislation that empowers a municipality to levy a rate on property in its area;

AND WHEREAS in terms of Section 3(1) of the Act the council of a municipality must adopt a rates policy consistent with the Act on the levying of rates on rateable property in the municipality;

AND WHEREAS Section 3(2) of the Act prescribes what issues are to be addressed in the rates policy;

AND WHEREAS any exemptions, rebates or reductions provided for in the Rates Policy must, in terms of Section 3(5) of the Act, comply and be implemented in accordance with a prescribed national framework;

NOW THEREFORE the Council of the Ekurhuleni Metropolitan Municipality has adopted the following Rates Policy on 26 February 2009.

1. BACKGROUND

1.1 Introduction

The Local Government Municipal Property Rates Act (Act no 6 of 2004) requires a municipality to

develop and adopt a rates policy consistent with the Act on the levying of rates on rateable property in the municipality.

Property rates are the most reliable source of general revenue for the Council. Services financed from rates include installation and maintenance of streets, roads, sidewalks, lighting, stormwater drainage facilities, building and operating clinics, parks, recreational facilities and cemeteries. Property rates revenue is also used to fund municipal administration such as computer equipment, stationery, and costs of Governance, such as Council and community meetings, which facilitate community participation on issues of Integrated Development Plans (IDPs) and municipal budgets.

The Council has resolved, in compliance with the provision of the Act, to impose a rate and as a consequence, this rates policy has been developed within the parameters of the applicable legislation relating to property rates.

1.2 Guiding principles

The following principles will ensure that the municipality treats persons liable for rates equitably:

- a) Ratepayers with similar properties will pay similar levels of rates.
- b) The ability of ratepayers to pay their rates will be taken into account by the Council.
- c) The effects of the migration from a site rating system to a system where the market value, site and improvement is rated, could cause major shifts in the rates burden on owners of property. This effect will be taken into account by Council.
- d) The determination of the tariffs and the

levying of rates must allow the Council to promote local, social and economic development.

1.3 Strategic focus

In determining the rates, exemptions, rebates and reductions, the Council may consider the following:

- a) the impact of rates on the community;
- b) the impact of rates on business;
- c) the Integrated Development Plan (IDP) of the Council;
- d) the impact of rates on the Local Economic Development (LED) strategy of the Council;
- e) the impact of the new rating system on poor private households and agricultural communities;
- f) the prevention of major shocks to ratepayers when moving from a site rating system to a system based on a rating on the market value of the site and improvements; and
- g) when determining the rates on properties the following aspects must be taken into account:
 - i) the effects of rates on the poor, including appropriate measures to alleviate the rates burden on them; and
 - ii) the effect of reaching the objectives set out in paragraph 1.4 of this policy.
- h) in developing or amending this policy, the Council commits itself to a process of community participation as envisaged in section 4 of the Act and chapter 4 of the Municipal Systems Act, 2000 (Act No 32 of

2000) (MSA). In addition to the requirements laid down in the MSA, the Council will engage interested parties and structures, such as ratepayer organisations, directly in the process of community participation. In addition, use will be made of established community consultation structures, such as Ward committees, to ensure thorough participation with regard to the aforementioned process.

1.4 Objectives of the policy

The key objectives of the policy are to:

- a) ensure that all owners of rateable property are informed about their liability to pay assessment rates;
- b) specify relief measures for ratepayers who may qualify for relief or partial relief in respect of the payment of rates through exemptions, reductions and rebates contemplated in paragraph 7 of this policy;
- c) set out the criteria to be applied by the Council if it increases rates and levies differential rates on different categories of property;
- d) provide for categories of public benefit organisations, approved in terms of Section 30(1) of the Income Tax Act, 1962 (Act no 58 of 1962) as amended, which ratepayers are eligible for exemptions, reductions and rebates and therefore may apply to the Council for relief from rates;
- e) recognise the state, organs of state and owners of public service infrastructure as property owners;
- f) not discourage the development of property; and
- g) ensure that all persons liable for rates are treated equitably as required by the Act.

2. ANNUAL OPERATING BUDGET AND POLICY REVIEW

The Council must annually consider the levying of rates during the budget process and, if necessary, amend its rates policy taking into account public comments and inputs.

In determining the level of increases in the rates the criteria to be applied include the following:

- a) the inflation rate as indicated by the consumer price index;
- b) take into consideration the medium-term budget growth factors as determined by National Treasury guidelines.

3. LEVYING OF RATES.

3.1 When levying rates, the Council must, subject to Section 7 (2) of the Act levy rates on all rateable property in its area.

3.2 Section 7(1) of the Act does not:

- a) oblige a municipality to levy rates on -
 - i) properties of which the Council is the owner;
 - ii) public service infrastructure;
 - iii) properties referred to in (b) of the definition of "property" in paragraph 2 of this policy; or
 - iv) properties in respect of which it is impossible or unreasonably difficult to establish a market value because of legally insecure tenure resulting from past racially discriminatory laws or practices; or
- b) prevent the Council from granting in terms of Section 15 (1) of the Act exemptions from, rebates on or reductions in rates levied.

3.3 State-owned property no longer qualifies for any rates rebate by virtue of ownership. However, the exemptions, rebates and reductions relating to the usage of properties as specified in this Property Rates Policy would apply.

4. DIFFERENT CATEGORIES OF RATEABLE PROPERTY

4.1 The categories of property are determined according to actual use of the property irrespective of the permitted use in terms of the Town Planning scheme.

4.2 Council has determined the following categories of property for purposes of rating:

- a) residential properties;
- b) industrial properties;
- c) business and commercial properties;
- d) farm properties used for:
 - i) agricultural purposes;
 - ii) other business and commercial purpose;
 - iii) residential purposes; or
 - iv) purposes other than those specified above;

e) smallholdings used for:

- i) agricultural purposes;
 - ii) residential purposes;
 - iii) industrial purposes;
 - iv) business and commercial purposes; or
 - v) purposes other than those specified above;
- f) state-owned properties;
 - g) municipal properties;
 - h) public service infrastructure;
 - i) privately-owned towns serviced by the owner;
 - j) formal and informal settlements;
 - k) mining properties;
 - l) vacant land;
 - m) protected areas;
 - n) properties on which national monuments are proclaimed;
 - o) properties used for multiple purposes;
- 4.3** The Council may determine other categories as the Council may from time to time identify.

5. CRITERIA FOR EXEMPTIONS, REDUCTIONS AND REBATES

The following will be taken into consideration for the purpose of granting exemptions, reductions and rebates:

- a) Indigent status of the owner of a property;
- b) Sources of income of the owner of a

property; and

- c) Social or economic conditions of the area where the owners of property are located e.g. an area declared by the national or provincial government to be a disaster area within the meaning of Disaster Management Act 57 of 2002, to the extent that the property was significantly negatively affected.

6. CATEGORIES OF OWNERS OF PROPERTY FOR PURPOSES OF EXEMPTIONS, REDUCTIONS, REBATES AND DIFFERENTIAL RATING

6.1 The Council has determined the following categories of owners of property for purposes of exemptions, reductions, rebates and differential rating:

- a) Residential;
- b) Indigent owners;
- c) Child-headed households;
- d) Pensioners;
- e) Disability grantees/medically boarded persons;
- f) Owners of property situated within an area affected by a natural disaster;
- g) Municipal;
- h) Sporting bodies;
- i) Public benefit organisations/ non Governmental Organisations (NGOs) and Cultural Organisations;
- j) Protected areas;

- k) Religious organisations;
- l) Public and private schools, universities and colleges;
- m) Owners of property situated within an area affected by any other serious adverse social or economic conditions; and
- n) Owners of properties used for bona fide farming purposes.
- The applicant:
- must apply annually;
 - must occupy the property;
 - must submit proof of the death of both parents;
 - must be younger than 18 years of age; and
 - must be evaluated in terms of the Council's Indigent Policy.

6.2 The Council may determine other categories of owners of property for purposes of exemptions, reductions, rebates and differential rating as the Council may from time to time identify.

The rebate will lapse upon:

- the expropriation, sale or disposal of the property;
- the failure of the applicant to reside permanently on the property; or
- death of the applicant.

(Persons who turn 18 years and older may apply for relief in terms of the Council's Indigent Policy.)

7. EXEMPTIONS, REDUCTIONS AND REBATES:

7.1 Residential

The Council may grant a reduction in the market value of residential property by resolution of the Council, to be read with Section 17(1) (h) of the Act regarding impermissible rates on the first R15 000.

7.2 Indigent owners

The Council has adopted an Indigent Policy that provides for the alleviation of the rates burden on the low-income sectors of the community within the municipality. Owners of property who qualify for the assistance provided by this policy must make application to access the relief provided.

7.3 Child-headed households

Child-headed households may be granted a 100% rebate, subject to the following:

- be in receipt of a total monthly income from all sources (including the income of the spouse of the owner) not exceeding an amount as determined by a Council resolution;
- a once-off application must be submitted with the implementation of every new valuation roll. The applicant applies only once for the reduction and it remains valid for the duration of that valuation roll;
- not be in receipt of an indigent assessment rate rebate;
- must reside permanently on the property concerned which consists of one dwelling only and no part thereof is sub-let; and
- confirm the aforementioned details by means of a sworn affidavit.

The pensioner's reduction and rebate will lapse:

- on death of the applicant;
- on alienation of the property; or
- when the applicant ceases to reside permanently on the property.

7.5 Disability grantees/medically boarded persons

Disability grantees/medically boarded persons may receive a reduction and a rebate of an amount as determined by a Council resolution, subject to the following:

The applicant must:

- be in possession of a disability card or provide medical proof of disability;
- be the registered owner of the property;
- produce a valid identity document;
- not be in receipt of an indigent assessment rate rebate;
- must reside permanently on the property concerned which consists of one dwelling only and no part thereof is sub-let;
- a once-off application must be submitted with the implementation of every new valuation roll. The applicant applies only once for the reduction and it remains valid for the duration of that valuation roll; and
- confirm the aforementioned details by means of a sworn affidavit.

The disability and medically boarded reduction will lapse:

- on death of the applicant;

- b) on alienation of the property; or
- c) when the applicant ceases to reside permanently on the property.

7.6 Natural Disasters

Properties that have been damaged by a natural disaster, as defined in terms of the Disaster Management Act 57 of 2002, shall be re-valued as at date of such natural disaster, in accordance with the Act.

On application by the owner of the property damaged, as defined, the Council may fully / partially suspend the levying of rates on that property, as determined by Council from time to time.

7.7 Municipal

Property owned by the Council may be exempt, by Council resolution, from paying rates.

7.8 Sporting bodies

Sporting bodies may, on application, be granted a rebate as determined by a Council resolution. Applicants must produce a tax-exemption certificate issued by the South African Revenue Services (SARS) as contemplated in Part 1 of the Ninth Schedule of the Income Tax Act, 1962 (Act 58 of 1962).

7.9 Public Benefit Organisations /Non Governmental Organisations and Cultural Organisations.

The following Public Benefit Organisations/ Non Governmental Organisations may be exempted from paying rates:

- a) Welfare and Humanitarian Institutions
Properties used exclusively as an orphanage,

non-profit retirement villages, old age home or other non-profit institution for the benefit of the public or a section thereof, provided that any profit from the use of the property is used entirely for the benefit of the institution and/or to charitable purpose.

- b) Animal Welfare
Property registered in the name of and used by institutions / organisations whose exclusive aim is to protect birds, reptiles and other animals on a non-profit basis.
- c) Cultural
 - i) Property registered in the name of a declared institution in terms of the Cultural Institutions Act (Act 119 of 1998 as amended) promoting the cultural aims as defined in Section (6)(a) and (b) of the Ninth Schedule to the Income Tax Act (Act 58 of 1962 as amended) which reads as follows:
 - a) The advancement, promotion or preservation of the arts, culture or customs.
 - b) The promotion, establishment, protection, preservation or maintenance of areas, collections or buildings of historical or cultural interest, national monuments, national heritage sites, museums, including art galleries, archives and libraries.
 - ii) Property registered in the name of a cultural organisation or any organisation which is in the opinion of the municipality promoting the cultural aims as defined in Section (6)(c) of the Ninth Schedule to the Income Tax Act (Act 58 of 1962 as amended) which reads as follows:

- c) The provision of youth leadership or development programmes.

Exemptions may be subject to the following conditions:

- a) Applications must be made annually in writing and in the prescribed form;
- b) Applicants must produce a tax exemption certificate issued by the South African Revenue Services (SARS) as contemplated in Part 1 of the Ninth Schedule of the Income Tax Act, 1962 (Act 58 of 1962);
- c) The City Manager or his/her nominee must approve all applications;
- d) The Council retains the right to refuse exemptions if the details supplied in the application form are incomplete, incorrect or false; and
- e) If during the currency of any financial year, any such land or building is used for any purpose other than the purpose so exempted, the Council shall impose rates thereon or on such portion so used, at a rate proportionate to the period of such use.

7.10 Protected areas, nature reserves, or conservation areas.

Nature reserves and conservation areas which are proclaimed in terms of Provincial or National Legislation, may be exempt from rates, subject to Section 17(1)(e) of the Act.

Newly proclaimed nature reserves/conservation areas may receive an exemption upon application and production of the relevant proclamation.

7.11 Religious organisations

In terms of Section 17(1) (i) of the Act, the Council may not levy a rate on a property registered in the name of and used primarily as a place of public worship by a religious community, including an official residence registered in the name of that community which is occupied by an office-bearer of that community who officiates at services at that place of worship.

7.12 Public and private schools, universities and colleges.

The following categories of owners may receive a rebate as determined by a Council resolution:

- a) Public schools which are State funded;
- b) Private schools which are not State funded in terms of Section 34 of the South African Schools Act, 1996 (Act No. 84 of 1996) and are registered as independent schools in terms of the South African Schools Act, 1996 (Act No. 84 of 1996);
- c) Universities; and
- d) Technical and other colleges.

7.13 Owners of property situated within an area affected by any other serious adverse social or economic conditions.

A property classified by Council resolution under this category may receive a rebate as determined by the resolution.

7.14 Owners of properties used for bona fide farming purposes.

Properties used for bona fide agricultural purposes with the property owner deriving his

principle source of income from produce of the land may receive a differential rate as determined by a Council resolution.

8. SPECIAL RATING AREAS

8.1 The Council may by resolution establish special rating areas and levy an additional rate on property in that area for the purpose of raising funds for improving or upgrading that area.

8.2 Any rebate granted does not affect the additional rate payable by the owner in a Special Rating Area.

9. MULTIPLE USE PROPERTIES

9.1 Where two thirds or more of a property is used for residential purposes, the whole property will be placed in the residential category. The two thirds dominant use will apply. If more than one third is used for business or commercial purposes, the entire property will be placed in the business or commercial category.

9.2 Where one use is exempt, the property will be categorised under a "Multiple Use" category and the exempt portion will be treated separately to the remainder. Where the remainder is also used for multiple uses, "dominant use" will apply.

9.3 In the case of agricultural property, the multiple use category will apply where:

a) a portion is used for residential purposes by the owner or tenant; or

b) a portion is used for non-residential and non-agricultural purposes.

10. PUBLIC SERVICE INFRASTRUCTURE

In terms of Section 17(1) of the Act, Public Service Infrastructure will not be rated on the first thirty (30) percent of the market value.

11. PHASING IN OF CERTAIN RATES

The assessment rates on newly-rateable properties, as defined in the Act, will be phased in as determined in Section 21 of the Act.

12. MISCELLANEOUS

12.1 Liability for rates:

- Rates levied on a property must be paid by the owner of the property.
- Joint owners are jointly and severally liable for payment of rates on the property.

12.2 Amount due for rates:

A rate in the rand is determined annually by the Council during the budget process.

12.3 The effective date of the Rates Policy:

The rates policy takes effect from the start of the financial year.

12.4 Method and time of payment:

Council shall recover an annual levy payable on a monthly basis in twelve (12) near equal instalments.

12.5 Payment and recovery of rates:

Payment and recovery of rates shall be in accordance with Council's relevant policies and by-laws.

12.6 Short title

This policy shall be called the Rates Policy of the Ekurhuleni Metropolitan Municipality.

13. DEFINITIONS

For the purpose of this policy, any word or expression to which a meaning has been assigned in the Act, shall bear that same meaning in this policy, unless the context indicates otherwise.

- "Act" means the Local Government: Municipal Property Rates Act, No. 6 of 2004 (Act No. 6 of 2004).
- "Agricultural purpose" in relation to the use of a property, excludes the use of a property for the purpose of eco-tourism or for the trading in or hunting of game.
- "Business" means the activity of buying, selling or trade in goods or services and includes any office or other accommodation on the same erf, the use of which is incidental to such business, with the exclusion of the business of mining, agriculture, farming, or inter alia, any other business consisting of cultivation of soils, the gathering in of crops or the rearing of livestock or consisting of the propagation and harvesting of fish or other aquatic organisms.
- "Exemption" in relation to the payment of a rate, means an exemption granted by a municipality in terms of Section 15 of the Act.
- "Industrial" means a branch of trade or

manufacturing, production assembling or processing of finished or partially finished products from raw materials or fabricated part, on so large scale that capital and labour are significantly involved.

- "Indigent" means an indigent person referred to in the Indigent Policy of the Council.
- "Multiple purpose" in relation to a property, means the use of a property for more than one purpose.
- "Municipal properties" means those properties of which the municipality is the registered owner.
- "Mining" means any operation or activity for the purpose of extricating any mineral on, in or under the earth, water or any residue deposit, whether by underground or open working or otherwise, and includes any operation or activity incidental thereto.
- "Newly rateable property" means any rateable property on which property rates were not levied before the end of the financial year preceding the date on which this Act took effect, excluding:
 - a) a property which was incorrectly omitted from a valuation roll and for that reason was not rated before that date; and
 - b) a property by the Minister by notice in the Gazette where the phasing-in of a rate is not justified.
- "Owner":
 - a) in relation to a property referred to in paragraph (a) of the definition of "property", means a person in whose name ownership of the property is registered;
 - b) in relation to a right to in paragraph (b) of the definition of "property", means a person in whose name the right is registered;

- c) in relation to a land tenure right referred to in paragraph (c) of the definition of “property”, means a person in whose name the right is registered or to whom it was granted in terms of legislation; or
- d) in relation to public service infrastructure referred to in paragraph (d) of the definition of “property”, means the organ of state which owns or controls that public service infrastructure as envisaged in the definition of “publicly controlled”, provided that a person mentioned below may for the purposes of this Act be regarded by a municipality as the owner of a property in the following cases:
- i) a trustee, in the case of a property in a trust excluding state trust land;
 - ii) an executor or administrator, in the case of a property in a deceased estate;
 - iii) a trustee or liquidator, in the case of a property in an insolvent estate or in liquidation;
 - iv) a judicial manager, in the case of a property in the estate of a person under judicial management;
 - v) a curator, in the case of a property in the estate of a person under curatorship;
 - vi) a person in whose name a usufruct or other personal servitude is registered, in the case of a property that is subject to a usufruct or other personal servitude;
 - vii) a lessee, in the case of a property that is registered in the name of a municipality and is leased by it; or
- viii) a buyer, in the case of a property that was sold by a municipality and of which possession was given to the buyer pending registration of ownership in the name of the buyer;
- “Permitted use”, in relation to a property, means the limited purposes for which the property may be used in terms of:
 - a) any restrictions imposed by:
 - i) a condition of title;
 - ii) a provision of a town planning or land use scheme; or
 - iii) any legislation applicable to any specific property or properties; or
 - b) any alleviation of any such restrictions.
 - “Pensioner” refers to a person who is at least 60 years of age and is in receipt of a total monthly income from all sources (including the income of the spouse of the owner) not exceeding an amount to be determined by the Council;
 - “Property” means:
 - a) immovable property registered in the name of a person, including, in the case of a sectional title scheme, a sectional title unit registered in the name of a person;
 - b) a right registered against immovable property in the name of a person, excluding a mortgage bond registered against the property;
 - c) a land tenure right registered in the name of a person or granted to a person in terms of legislation; or
 - d) public service infrastructure.
 - “Publicly controlled” means owned by or otherwise under the control of an organ of state, including:
 - a) a public entity listed in the Public Finance Management Act 1999 (Act No 1 of 1999);
 - b) a municipality; or
 - c) a municipal entity as defined in the Municipal Systems Act 32 of 2000.
 - “Public service infrastructure” means publicly controlled infrastructure of the following kinds:
 - a) national, provincial or other public roads on which goods, services or labour move across a municipal boundary;
 - b) water or sewer pipes, ducts or other conduits, dams, water-supply reservoirs, water treatment plants or water pumps forming part of a water or sewer scheme serving the public;
 - c) power stations, power substations or power lines forming part of an electricity scheme serving the public;
 - d) gas or liquid fuel plants or refineries or pipelines for gas or liquid fuels, forming part of a scheme for transporting such fuels;
 - e) railway lines forming part of a national railway system;
 - f) communication towers, masts, exchanges or lines forming part of a communications system serving the public;
 - g) runways or aprons at national or provincial airports;
 - h) channels, basins, roads, railway or infrastructure used for the provision of water, lights, power, sewerage or similar services or navigational aids;
 - i) any other public controlled infrastructure as may be prescribed; or
 - j) rights of way, easements or servitudes in connection with infrastructure mentioned in paragraphs (a) to (i);
 - “Rate” means a municipal rate on property envisaged in Section 229(1)(a) of the Constitution.
 - “Rateable property” means property on which a municipality may in terms of Section 2 of the Act levy a rate, excluding property fully excluded from the levying of rates in terms of Section 17 of the Act.
 - “Rebate”, in relation to a rate payable on a property, means a discount granted in terms of Section 15 of the Act on the amount of the rate payable on the property.
 - “Reduction”, in relation to a rate payable on a property, means the lowering in terms of Section 15 of the Act of the amount for which the property was valued and the rating of the property at that lower amount.
 - “Residential property” means improved property that is:

- a) used predominantly (two thirds or more) for residential purposes, with not more than two dwelling units per property, and includes any adjoining property registered in the name of the same owner and used together with such residential property as if it were one property. (Any such grouping shall be regarded as one residential property for rate rebate or valuation reduction purposes); or
 - b) a unit registered in terms of the Sectional Title Act, 1986,(Act No. 95 of 1986), used predominantly (two thirds or more) for residential purposes, and includes any unit in the same Sectional Title Scheme registered in the name of the same owner which is used together with the residential unit as if it were one property, for example a garage or servant's quarters. (Any such grouping shall be regarded as one residential property for rate rebate or valuation reduction purposes); or
 - c) owned by a share-block company and used solely for residential purposes; or
 - d) a residence used for residential purposes situated on property used for or related to educational purposes.
- "Smallholding" refers to property, whether improved by the construction of a dwelling or not, not large enough to support a commercially viable farming operation, but able to provide a subsistence level of output to the owner of the property.
 - "Sporting bodies" refers to organisations whose sole purpose is to use the property owned by them for sporting purposes, whether for gain or not.
 - "Vacant land" means a land where no immovable improvements have been erected.

5.3.9 WATER, WASTEWATER, SOLID WASTE AND ELECTRICITY TARIFF PRINCIPLES

WATER TARIFF PRINCIPLES

Broad water-pricing goals have been established by National Government. These goals have been primarily directed at the pricing of raw water, however, they form an important context for the establishing of retail tariff goals.

The National Water Act of 1998 clearly identifies four primary national water-pricing goals:

- Improving social equity;
- Ensuring ecological sustainability;
- Ensuring financial sustainability; and
- Improving efficiency.

The broad principles used in the compilation of the tariffs to promote the attainment of the tariff setting goals mentioned above are:

- Tariffs to be based on "efficient costs" (cost to run the water service provider in a cost effective and efficient manner);

- Payment to be in proportion to the amount of water consumed. This will promote the more efficient use of water, compared to tariffs which have a large fixed-cost component; and
- Tariffs should promote the development of competitive business, thus the commercial tariffs should not be loaded with cross-subsidy requirements.

There are many factors that influence the cost of delivering water to customers. It is of utmost importance that all the relevant costs are taken into account in order to determine the water tariff. The seasonal changes also affect the tariff.

The Council's tariffs are affected by the following factors:

- Rand Water cost – bulk purchase cost;
- Unaccounted for Water (UAW);
- Percentage non-payment; and
- Cost of Free Basic Water.

Tariff composition:

The minimum tariff has to cover the following aspects:

- cost of raw water or bulk potable water, plus;
- cost of overhead and operational costs, plus;
- cost of capital, plus;
- cost of replacement and refurbishment and extension, minus; and
- subsidies.

WASTEWATER TARIFF PRINCIPLES

The Council's wastewater tariffs are affected by

the following factors:

- ERWAT's purification cost;
- Percentage non-payment;
- Pumping costs, and
- Cost of free basic water.

Due to the topography of the area, there are 176 pump stations, which impact on the operational costs of the service. This cost has to be taken into account to determine the service cost for wastewater.

Tariff composition:

The minimum tariff has to cover the following aspects:

- cost of ERWAT purification costs; plus
- cost of raw water or bulk potable water, plus
- cost of overhead and operational costs, plus
- cost of capital, plus
- cost of replacement and refurbishment and extension, minus
- subsidies.

Maintenance Levy

The water and wastewater tariffs shall include a maintenance levy. The income resulting from this "levy" is to be used for refurbishment of the existing water and wastewater reticulations in Ekurhuleni.

SOLID WASTE TARIFF PRINCIPLES

The services rendered by the Solid Waste Division are, for budget purposes, divided into

two categories, namely:

- Income Generating Services;
- Round collection;
- Bulk container services;
- Litter picking in commercial and industrial areas; and
- Operation and management of landfill sites.

Non-income Generating Services

- Mini-refuse disposal sites/transfer stations;
- Litter picking - all areas excluding commercial and industrial areas;
- Public conveniences;
- Rehabilitation of old disposal sites; and
- Removal of illegal dumping.

Costing Model

The existing costing model in use is based on stand size with respect to the domestic service and derives from the amalgamation of the previous local councils, wherein tariff structures varied greatly and ranged from a single tariff for all users to tariffs based on the number of rooms per dwelling, or on locality and geographic area. Uniform tariffs for the Ekurhuleni Metropolitan Municipality were promulgated as from the 2001/2002 financial year.

Cost Reflectiveness

Tariffs must reflect the costs reasonably associated with rendering the service, including capital, operating, maintenance, administration and replacement costs, and interest charges.

Provision of Bulk Container Services

The bulk container service tariff is based on the size of the container and the frequency of

removal. In an effort for Council to compete with the private sector, an annual increase for the rendering of a bulk container service of only 10 % was recommended for the past financial year, and the proposed increase for 2009/10 is 15 %.

Factors That Affect Tariff (Collection)

Financing of non-income generating services from tariffs:

Non-income generating services were historically financed from the rates account and not from the tariffs levied for solid-waste services. The directorate committed itself to financing the above-mentioned non-income generating services, which represent about 20 % of the 2009/10 expenditure for solid-waste services, from tariffs over a period of time. The subsidisation of non-income generating services as mentioned previously, from the rates account, needs to be revisited in tandem with improvement in income collection.

Replacement of vehicles and equipment:

The replacement of vehicles and equipment, whether it is outright purchase or full maintenance leasing, will have an impact on the 2009/10 Operational Budget.

The provision of free services to informal settlements:

In addition to providing free services to informal settlements, non-payment for services has an extremely negative impact on curbing the increase of solid-waste service tariffs. The estimated cost of provision of services in informal settlements is R37,3 million.

Increase in transport costs:

Waste-management services, with the exception of landfills, are in essence a transport intensive

operation and are therefore sensitive to the substantial and constant increases in the price of the following key transport inputs:

- Average increase: oils and lubricants -15%
- Average increase: fuel costs - 19%
- Average increase: tyres - 25%
- Average increase: general spares to maintain the fleet - 27%

Labour costs

Solid-waste collection is a labour intensive operation and labour costs tend to have a ripple effect on tariffs.

Other factors

Maintenance levy

A drastic increase in domestic and business solid-waste service tariffs is driven by the imperative to allow for a 1% maintenance levy. The average age of the specialised vehicles currently utilised to render services is 16.57 years. These aged vehicles impact negatively on service delivery as most of the time they are at the workshop for repairs and maintenance. This results in the maintenance vote number been exhausted long before the end of the financial year. Furthermore the vote number for the payment of overtime also gets exhausted.

ELECTRICITY TARIFF PRINCIPLES

Any structural adjustments will be in synch with the pricing signals received from Eskom and will (as previously) attempt to persuade electricity customers to avoid peak periods and seasons. The proposed increase is also in line with the mission statement of this municipality in

that it provides sustainable and people-centred electricity tariff structures and prices, that are also affordable.

Any adjustments effected to Council's tariffs will take cognisance of the above realities and need to be balanced in terms of cost-reflectivity and operational budgetary requirements, while at the same time meeting the regulatory requirements of the National Energy Regulator of South Africa. Council can stimulate growth in the municipal area by attracting investors with competitive electricity tariffs and a reliable supply of electricity.

Council's current Tariffs A and B are mainly aimed at domestic and smaller business users, while Tariffs C and D are applicable to the larger business and industry component as well as large domestic users (townhouse complexes, blocks of flats).

The two-season approach was introduced in January 2004 in order to convey pricing signals to customers. It is anticipated that the high costs of electricity in peak periods during the winter months of June, July and August will encourage all Ekurhuleni customers to shift consumption times, which may then result in flattening the extreme peaks experienced by Eskom in winter. This shift in consumption patterns, if heeded by customers, will also result in lowering Council's bulk-purchase account.

To some extent, this price signal initiative may be seen as Ekurhuleni assisting Eskom in providing a more reliable electricity supply to the Metro. Lower demand on the electricity grid at extreme peaks, may save our customers from black-outs and the resultant economic losses.

Energy efficiency signals will again form a key principle in all electricity tariffs. The step rate in Tariff B for residential consumption level higher than 2 500 units per month is likely to be strengthened significantly, indicating to our residential customers that energy-efficiency interventions such as the installation of solar geysers, efficient lighting and a general awareness of electricity consuming devices are now an important part of our lives.

5.4 BUDGET ASSUMPTIONS

5.4.1 CREDIT RATING

Global Credit Rating Company

The Ekurhuleni Metropolitan Municipality's was awarded the following credit rating by Global Credit Rating Company in 2009:

- Short-term credit rating A1+
- Long-term credit rating AA

Moody's Ratings

The Ekurhuleni Metropolitan Municipality was awarded an Aa2.za rating in 2009.

Moody's National Scales for the Long-Term are as follows:

Aaa.za

Issuers or issues rated Aaa.n demonstrate the strongest creditworthiness and the lowest likelihood of credit loss relative to other domestic issuers.

Aa.za

Issuers or issues rated Aa.n demonstrate very strong creditworthiness and a low likelihood of credit loss relative to other domestic issuers.

A.za

Issuers or issues rated A.n present above-average creditworthiness relative to other domestic issuers.

5.4.2 SUMMARY OF ASSUMPTIONS USED IN PREPARING THE BUDGET

Assumptions on Cost Increases

Bulk Purchases	2009/10	2010/11	2011/2012
Electricity – growth	0%	0%	0%
Electricity – bulk tariff increase	34%	20%	20%
Water – growth	3%	0%	0%
Water – bulk tariff increase	8,3%	15%	15%
Sewer – growth	3%	0%	0%
Sewer – bulk tariff increase	24%	15%	15%

Other Expenditures	2009/10	2010/11	2011/2012
Employee Cost Increases	12%	10%	10%
Repairs and Maintenance Incr.	13%	25%	26%
Contracted Services Incr.	0%	12%	12%
General Expenses Incr.	8%	4%	8%
New loans for capital	R800 m	R800	R800
Other expenditure growth limits	5%	5%	5%

Tariff Increases and Growth Assumptions Included in the Budget

Tariff	2009/10	2010/11	2011/2012
Electricity – growth	0%	0%	0%
Electricity – tariff increase	30%	20%	20%
Water – growth	3%	0%	0%
Water – tariff increase	9,3%	15%	15%
Sewer – growth	3%	0%	0%
Sewer – tariff increase	15,8%	15%	15%
Refuse removal – growth	0%	0%	0%
Refuse removal – tariff increase	15%	15%	15%
Assessment rates – growth	New Roll	0%	0%
Assessment rates – tariff increase	New Roll	10%	10%

Assumptions on collection rates

Income Category	2009/10	2010/11	2011/12
Revenue collection rates (Assessment rates and user charges for services, but excluding penalties on property rates and interest on outstanding debtors)	93%	93%	93%
All other income (on accrual basis)	100%	100%	100%
Penalties on property rates and interest on outstanding debtors – provided for as bad debt in full due to the low-collection levels	0%	0%	0%
Fines (on cash basis, i.e. only recognised as income when received)	100%	100%	100%

5.5 FISCAL OVERVIEW AND FUNDING THE BUDGET

5.5.1 MEDIUM-TERM FISCAL OUTLOOK

5.5.1.1 Economic Forecast

The Minister of Finance, Trevor Manuel, highlighted the following issues regarding the present economic conditions in his budget speech during February 2009:

A global economic crisis

The global economy is experiencing a sharp downturn, spreading from developed to developing countries. Its origins lie in macroeconomic imbalances of an unprecedented scale. An accumulation of debt by firms and households in some countries has been matched by an extraordinary rise in export earnings and savings in other regions. Behind these flows are millions of savers and lenders, linked through a financial architecture of such complexity that neither accounting standards nor regulatory oversight have served their intended purposes: prudential banking rules have been overwhelmed by folly and fraud, masquerading as financial innovation.

The consequences are felt everywhere. If the balance sheet of a bank shrinks, its capacity to lend is eroded. If its lending is curtailed, businesses and households have to reduce their spending. If demand falls in Birmingham, factories close in Beijing. If production lines in China slow, demand for commodities from Africa dries up. The vegetable shop next to the mine closes, and the drivers of the delivery vehicles are asked to work short time, on half pay, and if the driver cannot pay his mortgage, the bank forecloses on his bond, and the bank writes down its balance sheet again.

When a global motor company cuts back on making cars, it cancels its orders for catalytic converters. Madam Speaker, this firm making catalytic converters is not in Detroit or in Shanghai, it is here in the Eastern Cape. The mine producing the platinum that goes into that converter is near Rustenburg. The worker in the factory in Uitenhage and the mineworker in Rustenburg are now without work. And the woman who runs the little stall selling vegetables outside the mine is making less money each passing week. And their families, all of them, face a future made more precarious by the vagaries of global finance.

Outlook for the South African economy

In 2008, 2.6 million US workers lost their jobs. This year, 20 million migrant workers who went home for the Chinese New Year will not return to the cities, because their jobs have disappeared.

In the past 10 months, the International Monetary Fund has revised its forecast for global growth in 2009 downwards no less than five times, from 3.8 % in April last year, to its current estimate of just half

a per cent. Initially the downgrades were focused on developed countries, but projections for GDP growth in emerging markets have now halved from 6.6 % in April to 3.3 % currently.

The United States has been in recession since the last quarter of 2007 and its economy is expected to contract by 1.6 per cent in 2009. The official interest rate has been cut to almost zero. Growth in Europe has slowed to 1% in 2008 and is forecast to contract by 2% in 2009. The UK economy is expected to shrink by 2.8 % in 2009.

China's GDP growth fell to 6.8 % in the final quarter of 2008 and will slow this year to its lowest level since 1990. India's growth will fall by nearly half. Sub-Saharan Africa is feeling the effects of the commodity price plunge and declining investor confidence. Projected growth slows to 3.5 % in 2009 from 5.4 % in 2008.

In responding to the crisis, immense commitments of funds have been made by the governments of major economies in support of their financial institutions, and central banks have lowered interest rates to historically unprecedented levels. However, low interest rates do not automatically translate into easily available credit. Households remain wary of further debt, and firms that face trading losses are not yet creditworthy. In an ironic twist, capital is leaving emerging markets and flowing into reserve currencies such as the US dollar or the euro, seemingly undeterred by the institutional origins of the financial collapse. Countries such as Brazil, India and Russia cannot raise credit except at premium interest rates. South Africa's cost of borrowing on international capital markets also increased sharply late last year and remains high.

Incomes and output slowed sharply in the second

half of last year, bringing growth for 2008 to about 3.1 %. With commodity prices generating lower export earnings, weak consumer spending and slowing private sector investment, growth in 2009 is forecast to be 1.2 %, the lowest rate since 1998. We expect output growth to improve in 2010, supported by public infrastructure spending, lower interest rates, the 2010 FIFA World Cup and a recovery in the world economy. But trading conditions are tough and are likely to deteriorate further in the short term.

In 2008, South African producers were affected by a series of economic shocks including electricity shortages, rising input costs, higher interest rates and slowing demand. This led to a marked slowdown in consumer-oriented sectors and weak mining and manufacturing output. Several sectors, including mining, manufacturing, retail trade and residential construction, have retrenched workers and the pace of job losses may accelerate further. However, civil construction has performed well, supported by ongoing infrastructure investment. Our agricultural sector has grown strongly in response to higher prices and better rains.

Based on the global economic outlook, this budget pursues a low-cost strategy aiming at reducing operating and overhead costs, while attempting to stimulate the local economy through increased spending on infrastructure.

ABSA Capital (ABSA is the municipality's banker) has released the following economic forecast for 2009 and 2010:

- Indicators mainly used in the compilation of the budget are the following:
- Interest rates: The forecast for prime interest rates are 11.5%. EMM assumes a prime less 2% on external borrowings and have budgeted at 9% for the external loans to be

taken up during 2008/09. Future loans were budgeted at 10% as it is possible that bonds will be issued in future years. Private investors may initially price a bond higher than the banks.

Inflation rates: The CPI forecast is between 8% and 6%. Multi-year budgets were compiled on an average of 10% increase due to the higher than inflation cost drivers included in the budget. More details on the increases used is contained in the section dealing with budget assumptions.

	Key Quarterly Forecasts															
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Real GDP Growth (%)																
USA	1.3	1.8	2.8	2.3	2.5	2.1	0.7	-0.2	-1.8	-2.8	-2.2	-0.6	1.6	2.9	3.2	3.4
Eurozone	3.2	2.6	2.7	2.2	2.1	1.5	0.6	-0.5	-2.6	-2.8	-2.3	-0.5	0.6	1.4	1.5	1.8
UK	2.8	3.0	3.3	3.0	2.6	1.7	0.3	-1.8	-3.1	-3.9	-3.4	-1.8	-0.4	0.8	1.6	2.0
Japan	3.2	2.2	2.1	2.0	1.4	0.6	-0.3	-4.4	-7.3	-6.8	-6.5	-2.7	0.2	0.2	0.2	0.2
Consumer price inflation (%)																
USA	2.4	2.7	2.4	4.0	4.1	4.4	5.3	1.6	-0.2	-1.4	-2.0	0.9	2.3	2.2	2.3	2.2
Eurozone	1.9	1.9	1.9	2.9	3.4	3.6	3.8	2.3	1.1	0.5	0.1	0.9	1.5	1.4	1.5	1.4
UK	2.8	2.6	1.8	2.1	2.4	3.4	4.8	3.9	2.8	1.8	1.0	1.6	3.4	3.0	2.5	1.8
Japan	-0.1	-0.1	-0.1	0.5	1.0	1.4	2.2	0.7	-0.6	-1.1	-2.0	-1.8	-1.1	-1.1	-1.1	-1.1
Commodity prices																
Oil prices (US\$/barrel N.S. Brent)	58	69	75	89	97	122	115	55	19	52	55	57	60	63	66	70
Gold price (US\$/ oz)	650	667	680	789	927	897	869	796	800	810	840	910	899	888	878	867
Global exchange rate (average)																
Eur/USD	1.31	1.35	1.37	1.45	1.50	1.56	1.50	1.31	1.30	1.27	1.34	1.39	1.43	1.44	1.43	1.42
GBP/USD	1.95	1.99	2.02	2.05	1.98	1.97	1.89	1.57	1.41	1.44	1.61	1.70	1.77	1.79	1.79	1.78
USD/YEN	119	121	118	113	105	104	108	96	87	84	82	83	85	85	85	86
USD/ZAR	7.24	7.10	7.11	6.77	7.54	7.78	7.78	9.95	9.95	10.33	10.16	10.01	9.88	9.87	9.93	9.99
ZAR/YEn	16.5	17.0	16.6	16.7	14.0	13.4	13.8	9.6	8.8	8.1	8.1	8.3	8.6	8.6	8.6	8.6
South African forecasts																
National accounts (y/y % change)																
final consumption by households	8.3	7.2	6.1	4.9	4.3	3.3	1.8	0.8	0.0	0.0	0.8	1.5	2.4	3.0	3.4	3.7
final consumption by gen government	7.1	2.2	5.5	4.7	4.3	4.8	5.1	6.0	4.2	6.2	5.0	5.1	4.8	4.3	4.0	3.7
Gross fixed capital formation	15.8	16.6	16.5	16.3	14.4	12.1	11.0	6.8	3.2	0.8	-1.8	-0.7	1.2	3.4	5.6	6.7
Gross domestic expenditure	8.1	6.0	7.1	3.2	5.6	3.7	2.5	2.9	-0.6	1.1	1.7	2.6	3.5	3.8	4.2	4.6
Exports	12.7	10.0	4.2	3.8	-3.2	6.0	7.8	0.2	9.7	-1.8	-3.1	-2.2	-1.2	1.6	3.4	4.5
Imports	19.6	12.2	11.1	-0.7	4.1	4.1	5.1	5.7	3.9	3.7	2.8	2.6	2.8	3.6	4.8	5.7
Gross domestic product	5.6	5.0	5.0	4.8	3.8	4.1	3.0	1.2	0.4	-0.6	0.0	1.2	2.5	3.3	3.8	4.1
SA inflation (%)																
Headline PPI	11.5	13.0	10.1	9.3	11.2	15.2	18.0	12.7	9.4	5.8	4.4	4.3	4.1	4.0	3.8	4.3
PPI imported	10.1	10.5	9.1	8.7	14.5	23.0	21.9	6.7	3.8	0.7	1.5	3.4	3.5	3.6	3.9	4.5
PPI exported	17.1	19.5	11.0	7.3	8.1	6.5	8.3	9.6	5.4	4.7	4.9	6.2	5.3	5.1	5.2	5.1
Headline CPI	5.9	7.0	7.0	8.4	9.9	11.6	13.4	11.2	7.9	6.9	5.6	5.6	5.7	5.7	5.7	5.7
CPI food	8.0	9.0	11.2	13.2	14.5	17.0	18.5	17.0	15.1	11.5	8.3	5.1	3.5	3.5	3.5	3.3
SA monetary variables (y/y % change)																
M3 money supply	20.1	23.1	24.9	24.5	20.1	19.8	15.4	14.9	8.3	7.1	4.9	6.4	8.0	10.0	12.3	14.0
Private sector credit extension	23.7	24.8	22.5	22.0	22.7	20.3	16.0	12.2	7.0	6.0	4.5	5.8	7.8	10.5	13.5	15.9
Balance of payments																
Trade balance (billion)	-46.7	-34.8	-59.4	-21.2	-64.6	-34.3	-44.3	-38.7	-26.1	-25.9	-36.5	-48.0	-46.1	-47.1	-56.7	-67.7

Key Quarterly Forecasts																
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
% of GDP	-2.4	-1.8	-2.9	-1.0	-2.9	-1.5	-1.9	-1.7	-1.1	-1.1	-1.5	-1.9	-1.8	-1.8	-2.1	-2.5
Current account (R billion)	-126.1	-130.4	-175.1	-152.6	-202.4	-166.4	-185.7	-143.3	-121.4	-122.3	-127.6	-130.1	-131.2	-139.1	-154.6	-163.0
% of GDP	-6.6	-6.7	-8.7	-7.2	-9.2	-7.3	-7.9	-6.1	-5.2	-5.2	-5.2	-5.2	-5.3	-5.4	-5.7	-6.0
Foreign direct investment (R billion)	1.7	-1.8	11.9	7.4	35.4	1.3	16.9	14.5	0.6	0.7	-4.6	-6.8	-6.9	-6.4	-4.9	-3.8
% of GDP	0.1	-0.1	0.6	0.3	1.6	0.1	0.7	0.6	0.0	0.0	-0.2	-0.3	-0.3	-0.2	-0.2	-0.1
Portfolio investment	24	35.6	29.5	-6.2	-20.6	22.5	-13.0	-33.8	-19.3	-10.0	-7.1	-0.7	7.1	12.5	8.5	9.5
% of GDP	1.3	1.8	1.5	-0.3	-0.9	1.0	-0.6	-1.4	-0.8	-0.4	-0.3	-0.0	0.3	0.5	0.3	0.3
Investment rates (% average)																
SA repro rate	9.0	9.1	9.7	10.5	11.0	11.5	12.0	11.9	11.5	9.2	8.2	8.0	8.0	8.0	8.0	8.0
SA prime rate	12.5	12.6	13.2	14.0	14.5	15.0	15.5	15.4	15.0	12.7	11.7	11.5	11.5	11.5	11.5	11.5

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The National Treasury issued MFMA Circular 48 on March 2 2009. The following economic forecast was provided in the circular.

Fiscal year	2007/08 Actual	2008/09 Estimate	2009/10	2010/11 Forecast	2011/12
Headline CPI Inflation	8.1	10.8	5.4	5.1	4.6

Municipalities must take these inflation forecasts, as well as local economic conditions, into consideration when determining their new rates, tariffs and other charges and developing their budgets for 2009/10 and MTREF.

The National Treasury gave guidelines further to the above which reads as follows:

Municipalities must prepare their budgets in the context of the economic crisis

Municipalities are advised that they need to invest time in understanding the implications of the current global economic crisis, and the slow-down in the domestic economy on their local economies.

- How is the global slowdown in the world economy going to impact on the local economy?
- How will it impact on the demand for municipal services by particularly companies and households? And how will this impact on municipal revenues and provisions for bad and doubtful debts?
- How will it impact on employment and household incomes within the municipal area? What impact will this have on ratepayers' ability to pay, and therefore on municipal revenues and provisions for bad and doubtful debts?
- Will there be an increase in the number of households that qualify to receive rates discounts and free basic services in terms of the municipality's indigent policy? How will this impact on the cost of providing these services, and what impact will this have on the substantiality of the municipality's finances?
- How will the scarcity of credit impact on the municipality's cost of borrowing? Will this increase the interest it has to pay serving existing debt? Will it affect the financial viability of using debt to finance planned capital projects? Will this make it necessary to delay certain capital projects?

Given the current economic crisis, municipalities will need to take some very tough decisions in the course of preparing their 2009/10 budgets and MTREF. They must give priority to:

- Managing all revenues streams, especially debtors;
- Protecting the poor from the worst impacts of the economic downturn;
- Supporting meaningful local economic development (LED) initiatives that foster micro and small business opportunities and job creation;
- Securing the health of their asset base (especially the municipality's revenue generating assets) by increasing spending on repairs and maintenance; and

- Expediting spending on capital projects that are funded by conditional grants.

Municipalities must pay special attention to eliminating all unnecessary spending on nice-to-have items and non-essential activities. The Minister of Finance, in his Budget Speech highlighted that there is insufficient control of foreign travel, advertising and public relations activities, as well as the use of consultancy services.

Municipalities need to ensure that their financial position remains sustainable over the medium term, even in the face of current economic crisis.

5.5.2 REVIEW OF OPERATING RESULTS OF PREVIOUS FINANCIAL YEAR

The following statements are reflected hereunder:

- Statement of Financial Performance for the year ended 30 June 2008;
- Statement of Financial Position as at 30 June 2008; and
- Cash Flow Statement for the year ended 30 June 2008.

EKURHULENI METROPOLITAN MUNICIPALITY
STATEMENT OF FINANCIAL PERFORMANCE FOR THE YEAR ENDED 30 JUNE 2008

	Note	2008	2007
		R	R
REVENUE			
Property rates	21	1 703 876 638	1 577 008 212
Property rates - penalties imposed and collection charges		38 036 624	110 976 886
Service charges	22	5 534 224 279	5 266 215 481
Regional Services Levies - turnover			
Regional Services Levies - remuneration			
Rental of facilities and equipment		44 579 884	38 811 838
Interest earned - external investments		351 156 808	290 829 603
Interest earned - outstanding debtors		446 171 662	301 856 153
Dividends received			
Fines		77 793 871	83 056 009
Licences and permits		29 420 007	35 558 027
Income from agency services		143 093 141	117 584 664
Government grants and subsidies	23	2 062 157 751	1 918 495 179
Other income	24	31 810 412	144 395 126
Increase / (Decrease) in Municipal Entities			
Public contributions, donated and contributed property, plant and equipment			
Gains on disposal of property, plant and equipment	47	6 497 487	
Sale of land			4 039 362
Total Revenue		10 468 818 564,00	9 888 826 540,00
EXPENDITURE			
Employee-related costs	27	2 728 391 718	2 514 977 616
Remuneration of councillors	28	53 387 900	53 728 390
Bad debts	29	1 328 566 591	1 233 671 323
Collection cost		58 374 834	48 370 196
Depreciation	11	402 733 881	397 030 263
Repairs and maintenance		789 229 129	588 496 958
Interest paid	30	180 080 453	182 094 027
Bulk purchases	31	3 298 074 075	3 034 559 805
Contracted Services	32	494 995 579	334 199 322
Grants and subsidies paid	33	51 566 324	83 957 174
General expenses	34	894 384 201	692 806 020
Contributions to/(transfers from) provisions			
Loss on disposal of property, plant and equipment		31 652 079	25 758 264
Total Expenditure		10 311 436 764,00	9 189 649 358,00
NET SURPLUS/(DEFICIT FOR THE YEAR		157 381 800,00	699 177 182,00
Share of surplus/(deficit) of entities accounted for under the equity method		3 181 412	1 594 283
		160 563 212,00	700 771 465,00

**EKURHULENI METROPOLITAN MUNICIPALITY
STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2008**

	NOTE	
	2008	2007
	R	R
NET ASSETS AND LIABILITIES		
		Restated
NET ASSETS	8 307 982 394.00	8 143 121 270.00
Housing Development Fund	2	50 827 768
Capital Replacement Fund		106 648 384
Capitalisation Reserve		637 517 037
Government Grants Reserve		1 663 487 688
Donations & Public Contributions		4 406 358
Insurance Fund		
Revaluation Reserve		
Accumulated Surplus		5 951 743 543
NON-CURRENT LIABILITIES	1 277 096 050.00	1 338 275 324.00
Long-Term Liabilities	3	1 054 195 546
Non-Current Provisions	4	208 373 356
Other long-term liabilities	10	14 527 148
CURRENT LIABILITIES	2 330 700 208.00	2 034 999 894.00
Current portion of long-term liabilities	3	73 629 483
Creditors	5	1 579 024 862
Consumer deposits	6	337 898 451
Unspent conditional grants and receipts	9	167 384 946
Current provisions	4	172 762 466
TOTAL NET ASSETS AND LIABILITIES	11 915 778 652.00	11 516 396 488.00
ASSETS		
NON-CURRENT ASSETS		
Property, plant and equipment	11	6 967 986 324
Investments in municipal entities	12	480 244 714
Other investments	13	244 101 833
Long-term receivables	14	85 222 286
CURRENT ASSETS	4 138 223 495.00	4 614 270 473.00
Inventories	15	129 726 804
Current portion of long-term receivables	16	76 760 907
Other investments	13	133 996 620
Other debtors	17	99 536 567
Consumer debtors	18	1 325 348 848
VAT	7	54 467 245
Cash and cash equivalents	19	2 318 386 504
TOTAL ASSETS	11 915 778 652.00	11 516 396 488.00

EKURHULENI METROPOLITAN MUNICIPALITY
CASH FLOW STATEMENT FOR THE YEAR ENDED 30 JUNE 2008

	Note	2008	2007
		R	R
CASH FLOW FROM OPERATING ACTIVITIES			
Cash receipts from ratepayers, government and other		8 969 522 153	8 822 639 658
Cash paid to suppliers and employees		8 613 555 490	8 248 074 061
Cash generated from/(utilised in) operations	35	355 966 663	574 565 597
Interest received		797 328 470	592 685 756
Interest paid		(180 080 453)	(182 094 027)
NET CASH FROM OPERATING ACTIVITIES		973 214 680.00	985 157 326.00
CASH FLOW FROM INVESTING ACTIVITIES			
Purchase of property, plant and equipment	11	(1 469 855 534)	(1 033 163 584)
Proceeds on disposal of fixed assets	11	6 497 488	3 858 742
Capitalisation of land file sites			94 614 728
Proceeds from financial assets		-3 710 646	25 046 868
Sale of long-term receivables		1 526 285	213 186 265
NET CASH FROM INVESTING ACTIVITIES		(1 465 542 407)	(696 456 981)
CASH FLOW FROM FINANCING ACTIVITIES			
Repayment of long-term liabilities		(73 630 715)	(126 683 461)
Movement in consumer deposits		43 521 594	32 089 100
Movement in long-term liabilities		(5 681 530)	-
NET CASH FROM FINANCING ACTIVITIES		(35 790 651)	(94 594 361)
TOTAL NET CASH FROM ACTIVITIES		(528 118 378)	194 105 984
NET INCREASE IN CASH AND CASH EQUIVALENTS		528 118 378	(194 105 984)
Cash and cash equivalents at the beginning of the year		2 846 504 882	2 652 398 898
Cash and cash equivalents at the end of the year	19	2 318 386 504	2 846 504 882

5.5.3 FUNDING OF THE CAPITAL BUDGET

The 2009/2010 capital budget amounts to just over R2.3 billion.

In addition to the internal funding of more than R1.8 billion, external grants of more than R500 million is included in the budget.

Summary of Available Funds (Internal Funds and External Loans)

It is proposed that the multi-year capital budget be funded as follows:

SOURCE OF FUNDING	2009/2010	2010/2011	2011/2012
Surplus funds	1 068 262 694	377 939 400	489 019 900
New External Loans (Currently budgeted for)	800 000 000	800 000 000	800 000 000
Total Internal Funds	1 868 262 694	1 177 939 400	1 289 019 900
MIG (DORA 2009) Note 1	446 538 000	526 804 000	452,273,000
INEP Note 1		30 000 000	50,000,000
PHB	2 340 000		
Other National Grants	40 745 000	34 700 000	65 500 000
Other Provincial Grants	21 800 000	59 000 000	32,000,000
Other Grants	3 000 000		
Total External Funds	514 423 000	650 504 000	599 773 000
Total Capital Budget	2 382 685 694	1 828 443 400	1 888 792 900

Note 1: Based on Division of Revenue Bill, 2009.

Internal Funds

The following funding sources are available:

- Operating Income – An amount of R 1 068 3 million for the 2009/2010 financial year and R 377.9 million for the 2010/2011 and R 489.0 for the 2011/2012 are estimated to be available from surplus cash generated from operations as well as possible savings on the approved capital budgets.

External Loans

In addition to the above, it is recommended that a new external loan amounting to R800 million per year be taken up for the next three financial years. The impact of a loan of R800 million on the Operating Budget is about R80 million per year for additional interest. Furthermore, an amount of R53 million is required for the redemption payments (Based on the assumptions that an annuity loan will be taken over a 15-year period at an interest rate of 10% per annum with six-monthly payments).

External Grants

As in previous years, the Municipal Infrastructure Grant (MIG) and funds the bulk of the externally funded projects.

5.5.4 FUNDING OF THE OPERATING BUDGET

The Operating Budget is funded from the following main sources:

- Assessment Rates;
- Tariffs levied for Services, i.e. Electricity, Water, Sewerage, Refuse Collection;
- Operating Grants and Subsidies; and
- Agency Fees.

The assessment rates tariff was increased with 3% in 2007/2008 financial year after four years of not increasing the assessment rates and again with 3% in the 2008/2009 financial year.

The Municipal Property Rates Act will be implemented on July 1 2009. Previously, the assessment rates were levied on land value only, while as from July 1 2009, it will be levied on both land and improvements value. In terms of section

46 of the Act, the market value of a property, if sold on the date of valuation in the open market by a willing seller to a willing buyer, is to be realised in the valuation roll.

The following factors were taken into consideration in the determination of proposed rate:

- Operational and capital funding requirements;
- Market values of properties as at July 1 2008 (date of valuation) as reflected in the valuation roll compiled in terms of Municipal Property Rates act; and
- Set of ratio's informed by the draft proposals of Government during 2006.

The determination of the proposed rates in the rand also takes into consideration the need to provide for a compulsory phasing in of property rates in respect of newly rateable property, as well as rebates to be applied as set out in the Rates Policy. The net effect is still to recover the necessary revenue for the council in order to fund its operations. In order to realise required funding and based on differential rating ratio's in respect of individual categories of properties, the proposed rate in the rand is 0,0060c, based on market value of property as reflected in valuation roll. This is a significant reduction in the 2008/09 rate which was 0,1099c.

In terms of the credit control policy, all endeavours are made to provide all basic services free of charge to indigents to ensure that unemployment has minimum effect on payment levels. Similarly, the new Assessment Rates Policy adopted by Council aims to provide support to the poorest of the poor, as well as other deserving categories of owners. The following rebates and exemptions are granted:

- Residential
 - Indigent owners : Exempt
 - Child-headed households : Exempt
 - Pensioners : Rebate of R150 000
 - Disability grantees/medically boarded persons : Rebate of R150 000
- In addition to the R150 000 rebate mentioned above, the following further rebates be granted based on the average monthly earnings of the pensioner, disability grantees / medically boarded persons.

Average Monthly earnings in respect of preceding 12 months.	Additional Rebate on assessment rates
R0.00 to R 2 020.00 (2 x State pensions)	100%
R 2 020.01 to R 3 000.00	85%
R 3 000.01 to R 4 500.00	70%
R 4 500.01 to R 6 000.00	55%
R 6 000.01 to R 8 000.00	40%

- Municipal : Exempt
 - Trading Services - To be rated
- Sporting bodies : Rebate of 90%
- Public benefit organisations/non-governmental organisations (NGOs) and cultural organisations: Exempt
- Protected areas : Exempt
- Religious organisations : Exempt
- Public and private schools, universities and colleges:
 - Private (independent) schools : Rebate of up to 100%
 - Tertiary institutions : Rebate 20%
 - Public schools : Rebate 0%
 - Crèches : 100%

Income derived from services is mainly used to fund the cost rendering the service (both operating and capital needs). Surpluses generated from electricity services are used to subsidise services funded from assessment rates in addition to funding the electricity service.

The income received in the form of the Equitable Share Grant has increased significantly over the past

few financial years. During the past two financial years, a RSC replacement grant was gazetted. The Minister of Finance announced that metropolitan municipalities will receive a portion of the Fuel Levy as from July 1 2009. This is intended as a further interim measure to compensate municipalities for the abolishment of RSC levies. It is anticipated that a new business tax will be implemented in the longer term.

The following social package will be provided during 2009/10:

Free Basic Services – Water and Electricity

Water	Residential Users	6 kl per month
Water	Indigents	9 kl per month
Sewerage	Residential Users	6 kl per month
Sewerage	Indigents	9 kl per month
Electricity	Residential Users on Tariff A	100 kWh per month
Refuse Removal	Indigents	First step free

Payment Levels

Non-payment is still a challenge. Payment levels have increased steadily over the past few years; however, the economic downturn had a negative impact on payment levels of the past few months.

Payment statistics are as follows:

Period	Payment Level
Jul 01 - Jun 02	85.68%
Jul 02 - Jun 03	86.99%
Jul 03 - Jun 04	89.38%
Jul 04 - Jun 05	87.59%
Jul 05 - Jun 06	88.87%
Jul 06 - Jun 07	88.84%
Jul 07 - Jun 08	87.07%
July 2008	96.04%
August 2008	86.41%
September 2008	85.72%
October 2008	91.81%
November 2008	85.09%
December 2008	84.42%
January 2009	94.89%

Period	Payment Level
February 2009	86.02%
March 2009	93.56%

In terms of our credit control policy, all endeavours are being made to provide all basic services free of charge to indigents to ensure that unemployment and poverty has minimum effect on payment levels.

5.5.5 LONG-TERM FUNDING STRATEGY AND SURPLUS CASH

The Ekurhuleni Metropolitan Municipality has generated an operating surplus for the past few years. The Metro's accumulated surplus was R5.7 billion as at 30 June 2007 and nearly R6 billion as at 30 June 2008, however cash and investments totalling only R3.2 billion (excluding investments in entities of R472m) as at 30 June 2007. This cash has been appropriated in the budgets up to the 2008/09 financial year. Cash resources have reduced to R2.69 billion (excluding investment in entities of R480 million).

The bulk of the balance of the accumulated surplus is comprised of accounting surplus and not cash surplus – this is mainly as a result of the conversion from fund accounting to GAMAP. With the full implementation of GRAP during 2008/09, the accumulated surplus may increase even more, without a corresponding increase in cash balances.

The critical indicator to monitor is available cash. Cash must be categorised between encumbered cash (encumbered investments to fund the redemption of certain external loans), minimum cash balances to be retained as funding of balance sheet reserves and cash available for operations. Provision must also be made for the repayment of the R400m bullet loan which is repayable on the 30 June 2014. There is no zero-coupon investment linked to this loan and availability of funds are managed through the long-term financing strategy. Encumbered cash, cash to fund reserves and funds to provide for the repayment of the R400m loan will be transferred to a separate bank account to ensure the funds are not utilised for operations.

The current approved funding strategy of the metro prescribes that 70 days cash must be maintained. This amount must be kept aside from the cash available for operations to ensure the liquidity of the metro in the event of unforeseen deviations from the budget, particularly in the event of natural disasters, sharp increases in non-payment or any other unforeseen event.

Amounts left after provision has been made for the 70 days cash, can be appropriated in the capital budget. At present, the long-term financing strategy shows that the metro does not have 70 days cash, but ranging between 63 days at the end of June 2008 to as low as 12 days forecast for June 2012.

The long-term financing strategy appears on the next few pages:

	FINAL RESULTS	BASE YEAR EXPECTED	MTREF			OUTER YEARS FORECAST						
	F-01 2007/08	F00 2008/09	F01 2009/10	F02 2010/11	F03 2011/12	F04 2012/13	F05 2013/14	F06 2014/15	F07 2015/16	F08 2016/17	F09 2017/18	F10 2018/19
OPERATING INCOME												
Property Rates	1 703 876 638	2 342 657 974	2 652 591 263	2 917 850 389	3 209 635 428	3 530 598 971	3 883 658 868	4 272 024 755	4 699 227 230	5 169 149 953	5 686 064 948	6 254 671 443
Less Income Foregone		607 259 366	625 674 268	688 241 697	757 065 866	832 772 453	916 049 698	1 007 654 668	1 108 420 134	1 219 262 148	1 341 188 363	1 475 307 199
Net Property Rates	1 703 876 638	1 735 398	2 026 916 995	2 229 608 692	2 452 569 562	2 697 826 518	2 967 609 170	3 264 370 087	3 590 807 096	3 949 887 805	4 344 876 586	4 779 364 244
Penalties Imposed	38 036 624	102 464 843	100 345 916	21 106 321	23 216 954	25 538 649	28 092 514	30 901 766	33 991 942	37 391 137	41 130 250	45 243 275
Total User Charges for Services	5 534 224 279	6 823 261 794	8 761 835 673	10 443 389 285	12 373 534 839	14 229 565 065	16 363 999 825	18 818 599 798	21 641 389 768	24 887 598 233	28 620 737 968	32 913 848 663
Rent of Facilities and Equipment	44 579 884	38 604 324	45 135 304	49 648 835	54 613 731	57 344 418	60 211 638	63 222 220	66 383 331	69 702 498	73 187 623	76 847 004
Interest Earned - External Investments	351 156 808	171 587 630	179 218 841	179 261 590	179 308 724	179 308 724	179 308 724	179 308 724	179 308 724	179 308 724	179 308 724	179 308 724
Interest Earned - Outstanding Debtors	446 171 662	438 796 890	400 000 020	440 000 022	484 000 024	484 000 024	484 000 024	484 000 024	484 000 024	484 000 024	484 000 024	484 000 024
Fines	77 793 871	93 072 467	86 986 620	95 685 283	105 253 814	115 779 195	127 357 115	140 092 826	154 102 109	169 512 320	186 463 552	205 109 907
Certificates & Permits	29 420 007	39 729 484	29 018 987	31 920 890	35 112 979	36 868 628	38 712 059	40 647 662	42 680 045	44 814 048	47 054 750	49 407 488
Income from Agency Services	143 093 141	149 583 857	165 158 976	181 674 881	199 842 370	209 834 489	220 326 213	231 342 524	242 909 650	255 055 132	267 807 889	281 198 283
Operating Grants & Subsidies	2 062 157 752	1 896 587 140	2 343 228 440	2 703 843 710	2 958 452 564	3 254 297 820	3 579 727 602	3 937 700 363	4 331 470 399	4 764 617 439	5 241 079 183	5 765 187 101
Capital Grants		397 064 977										
Other Income	31 810 412	43 449 129	72 988 878	80 287 776	88 316 566	92 732 394	97 369 014	102 237 465	107 349 338	112 716 805	118 352 645	124 270 277
Gain on Sale of Assets	6 497 487											
Deferred Income			192 937 500	212 231 250	233 454 375	256 799 813	282 479 794	310 727 773	341 800 550	375 980 605	413 578 666	454 936 533
Municipal entities	3 181 410											
Internal charges - income	917 348 894	1 196 016 327	1 529 316 316	1 681 482 340	1 835 334 614	1 835 334 614	1 835 334 614	1 835 334 614	1 835 334 614	1 835 334 614	1 835 334 614	1 835 334 614
Total Operating Income	11 389 348 869	13 125 617 470	15 933 088 466	18 350 140 875	21 023 011 116	23 475 230 351	26 264 528 307	29 438 485 846	33 051 527 591	37 165 919 384	41 852 912 474	47 194 056 138
						21 639 895 737	24 429 193 693	27 603 151 232	31 216 192 977	35 330 584 770	40 017 577 860	45 358 721 524
OPERATING EXPENDITURE												
Employee Related Costs - Salaries & Wages	2 728 391 718	2 707 564 408	3 320 072 303	3 702 493 324	4 056 776 219	4 381 318 317	4 731 823 782	5 110 369 684	5 519 199 259	5 795 159 222	6 084 917 183	6 389 163 042
Employee Related Costs - Social Contributions		619 038 277	788 285 157	867 113 836	953 825 375	1 030 131 405	1 112 541 917	1 201 545 271	1 297 668 892	1 362 552 337	1 430 679 954	1 502 213 952
Employee Related Costs - Capitalized			(109 300 184)	(109 300 184)	(109 300 184)	(118 044 199)	(127 487 735)	(137 686 753)	(148 701 694)	(156 136 778)	(163 943 617)	(172 140 798)
Total Employee Related Costs	2 728 391 718	3 326 602 685	3 999 057 276	4 460 306 976	4 901 301 410	5 293 405 523	5 716 877 965	6 174 228 202	6 668 166 458	7 001 574 781	7 351 653 520	7 719 236 196
Remuneration of Councillors	53 387 900	58 822 885	66 636 377	73 300 019	80 630 021	87 080 423	94 046 856	101 570 605	109 696 253	115 181 066	120 940 119	126 987 125
Bad Debts (Provision for Bad Debts)	1 328 566 591	909 249 386	1 142 999 829	1 329 734 795	1 520 839 933	1 520 839 933	1 520 839 933	1 520 839 933	1 520 839 933	1 520 839 933	1 520 839 933	1 520 839 933
Collection Costs	58 374 834	73 951 175	91 466 000	100 612 600	110 673 860	121 741 246	133 915 371	147 306 908	162 037 598	178 241 358	196 065 494	215 672 044
Depreciation	402 733 881	469 787 430	510 566 620	561 623 282	617 785 611	679 564 172	747 520 589	822 272 648	904 499 913	994 949 904	1 094 444 895	1 203 889 384
Repairs and Maintenance - External cost	789 229 129	833 319 735	1 222 194 828	1 568 233 985	1 972 803 425	2 170 083 768	2 387 092 144	2 625 801 359	2 888 381 495	3 177 219 644	3 494 941 608	3 844 435 769
Repairs and Maintenance - Internal charges	144 376 732	437 119 132	614 433 678	676 436 730	744 056 690	744 056 690	744 056 690	744 056 690	744 056 690	744 056 690	744 056 690	744 056 690
Interest Expense - External Borrowings (Existing)	180 080 453	145 790 978	274 795 300	302 274 830	332 502 313	73 678 015	65 174 956	57 103 793	6 303			

	FINAL RESULTS	BASE YEAR EXPECTED	MTREF			OUTER YEARS FORECAST						
	F-01 2007/08	F00 2008/09	F01 2009/10	F02 2010/11	F03 2011/12	F04 2012/13	F05 2013/14	F06 2014/15	F07 2015/16	F08 2016/17	F09 2017/18	F10 2018/19
Interest Expense - External Borrowings (New MTREF)						282 833 333	302 166 667	278 833 333	255 500 000	232 166 667	208 833 333	185 500 000
Interest Expense - External Borrowings (New O/Ys)												
Total Interest	180 080 453	145 790 978	274 795 300	302 274 830	332 502 313	356 511 348	367 341 623	335 937 127	255 506 303	232 166 667	208 833 333	185 500 000
Bulk Purchases	3 298 074 075	4 131 650 245	5 345 503 871	6 470 088 436	7 657 526 853	9 189 032 224	11 026 838 668	13 232 206 402	15 878 647 682	18 895 590 742	22 485 752 983	26 758 046 050
Contracted Services	494 995 579	468 397 301	600 500 816	668 636 672	744 948 425	819 443 268	901 387 594	991 526 354	1 090 678 989	1 199 746 888	1 319 721 577	1 451 693 734
Grants and Subsidies Paid	51 566 324	58 212 158	61 505 000	67 655 500	74 421 050	78 142 103	82 049 208	86 151 668	90 459 251	94 982 214	99 731 325	104 717 891
General Expenses - Other	894 384 201	716 795 240	1 088 532 877	1 044 342 666	1 124 280 464	1 180 494 487	1 239 519 212	1 301 495 172	1 366 569 931	1 434 898 427	1 506 643 349	1 581 975 516
Loss on Sale of Assets	31 652 079											
Internal charges - Expenditure	772 972 162	833 074 092	914 882 633	1 005 045 632	1 091 277 924	1 091 277 924	1 091 277 924	1 091 277 924	1 091 277 924	1 091 277 924	1 091 277 924	1 091 277 924
Total Operating Expenditure	11 228 785 657	12 462 772 442	15 933 075 105	18 328 292 123	20 973 047 979	23 331 673 107	26 052 763 777	29 174 670 991	32 770 818 421	36 680 726 238	41 234 902 750	46 548 328 256
OPERATING SURPLUS / (DEFICIT) - See Income Statement	160 563 212	662 845 028	13 361	21 848 752	49 963 137	143 557 244	211 764 530	263 814 855	280 709 170	485 193 146	618 009 724	645 727 882
OTHER MOVEMENTS IN SURPLUS / (DEFICIT) - See SOCNA	53 695 310	(183 314 977)	20 827 769									
TOTAL MOVEMENT IN SURPLUS FOR THE YEAR - See SOCNA	214 258 522	479 530 051	20 841 130	21 848 752	49 963 137	143 557 244	211 764 530	263 814 855	280 709 170	485 193 146	618 009 724	645 727 882
CAPITAL EXPENDITURE												
Funded from Internal Sources	1 196 566 195	900 431 535.30	1 068 262 694	377 939 400	489 019 900	1 000 000 000	1 050 000 000	1 102 500 000	1 157 625 000	1 215 506 250	1 276 281 563	1 340 095 641
Funded from External Loans		1 037 784 969.05	800 000 000	800 000 000	800 000 000							
Funded from External Grants	256 958 301	397 064 977	514 423 000	650 504 000	599 773 000	500 000 000	525 000 000	551 250 000	578 812 500	607 753 125	638 140 781	670 047 820
TOTAL CAPITAL EXPENDITURE FOR THE YEAR	1 469 855 534	2 335 281 481	2 382 685 694	1 828 443 400	1 888 792 900	1 500 000 000	1 575 000 000	1 653 750 000	1 736 437 500	1 823 259 375	1 914 422 344	2 010 143 461
CASH POSITION												
Operating Surplus	160 563 212	662 845 028	13 361	21 848 752	49 963 137	143 557 244	211 764 530	263 814 855	280 709 170	485 193 146	618 009 724	645 727 882
Adjustments to Operating Surplus for Non-Cash items	812 651 469	546 399 457	1 040 859 137	1 229 924 285	1 237 492 873	1 201 867 298	1 297 448 237	1 401 356 981	1 514 364 795	1 637 316 996	1 771 140 203	1 916 850 307
Cash Flows from Operating Activities	973 214 681	1 209 244 485	1 040 872 498	1 251 773 037	1 287 456 010	1 345 424 543	1 509 212 768	1 665 171 836	1 795 073 965	2 122 510 142	2 389 149 927	2 562 578 188
Cash Flows from Investing Activities	(1 465 542 409)	(2 233 320 751)	(2 365 255 060)	(1 606 565 363)	(1 893 601 786)	(1 505 442 972)	(1 581 161 426)	(1 622 056 550)	(1 735 197 060)	(1 802 950 930)	(1 914 422 344)	(2 010 143 461)
Cash Flows from Financing Activities	(35 790 651)	1 026 384 821	604 227 148	341 114 700	544 777 723	(275 857 697)	(687 208 854)	(208 255 448)	(2 326 203 116)	24 961 495	26 209 570	214 186 715
TOTAL CASH GENERATED - See Cash Flow Statement	(528 118 379)	2 308 555	(720 155 414)	(13 677 626)	(61 368 052)	(435 876 126)	(759 157 512)	(165 140 162)	(2 266 326 211)	344 520 707	500 937 154	766 621 443

	FINAL RESULTS	BASE YEAR EXPECTED	MTREF			OUTER YEARS FORECAST						
	F-01 2007/08	F00 2008/09	F01 2009/10	F02 2010/11	F03 2011/12	F04 2012/13	F05 2013/14	F06 2014/15	F07 2015/16	F08 2016/17	F09 2017/18	F10 2018/19
TOTAL CASH POSITION (Cash and Investments)												
Opening Cash as at 1 July (excluding investments)	2 846 504 882	2 318 386 503	2 320 695 059	1 600 539 644	1 586 862 019	1 525 493 966	1 089 617 840	330 460 328	165 320 167	(2 101 006 044)	(1 756 485 337)	(1 255 548 184)
Movement during year (as per above)	(528 118 379)	2 308 555	(720 155 414)	(13 677 626)	(61 368 052)	(435 876 126)	(759 157 512)	(165 140 162)	(2 266 326 211)	344 520 707	500 937 154	766 621 443
Closing Cash as at 30 June	2 318 386 503	2 320 695 059	1 600 539 644	1 586 862 019	1 525 493 966	1 089 617 840	330 460 328	165 320 167	(2 101 006 044)	(1 756 485 337)	(1 255 548 184)	(488 926 741)
Plus: Investments as at 30 June (excl Entities)	378 098 453	276 137 722.75	258 707 089	36 829 052	41 637 938	47 080 909		21 548 885	20 308 445			
TOTAL CASH POSITION (Cash and Investments)	2 696 484 956	2 596 832 781	1 859 246 733	1 623 691 070	1 567 131 904	1 136 698 750	330 460 328	186 869 051	(2 080 697 599)	(1 756 485 337)	(1 255 548 184)	(488 926 741)
Less encumbered cash (minimum that can be held) * Excl Depr	1 191 035 007	1 205 452 312	1 078 661 918	919 662 307	992 634 761	1 071 997 990	1 158 351 220	1 218 182 947	1 316 228 389	1 422 889 733	1 538 969 136	1 665 346 001
Cash available for operations	1 505 449 950	1 391 380 469	780 584 816	704 028 763	574 497 143	64 700 760	(827 890 891)	(1 031 313 896)	(3 396 925 988)	(3 179 375 070)	(2 794 517 320)	(2 154 272 742)
Less Working Capital Requirements (70 days cash)	1 787 528 394	2 044 488 000	2 656 290 072	3 074 052 434	3 541 476 629	4 019 986 331	4 572 722 633	5 207 546 624	5 939 613 325	6 735 333 706	7 663 392 356	8 747 555 068
Less Investment Required for R400m loan due 2014		66 666 667	66 666 667	66 666 667	66 666 667	66 666 667	66 666 667					
Cash available for appropriation	(282 078 445)	(719 774 198)	(1 942 371 923)	(2 436 690 338)	(3 033 646 153)	(4 021 952 238)	(5 467 280 192)	(6 238 860 520)	(9 336 539 314)	(9 914 708 776)	(10 457 909 676)	(10 901 827 810)
Number of days cash held	63	51	22	17	12	1	(14)	(15)	(43)	(35)	(27)	(18)
Minimum Cash Balance to Maintain												
- Encumbered Investments	336 268 723	264 024 588.60	244 954 531	21 210 834	23 896 125	26 921 375	30 329 621					
- Funding of Balance Sheet	854 766 284	941 427 724	833 707 387	898 451 473	968 738 636	1 045 076 616	1 128 021 599	1 218 182 947	1 316 228 389	1 422 889 733	1 538 969 136	1 665 346 001
Cash Expenditure per year	8 580 136 292	9 813 542 402	12 750 192 345	14 755 451 684	16 999 087 821	19 295 934 388	21 949 068 640	24 996 223 796	28 510 143 961	32 329 601 787	36 784 283 308	41 988 264 325
Cash Expenditure per month	715 011 358	817 795 200	1 062 516 029	1 229 620 974	1 416 590 652	1 607 994 532	1 829 089 053	2 083 018 650	2 375 845 330	2 694 133 482	3 065 356 942	3 499 022 027
Cash Expenditure per day	23 833 712	27 259 840	35 417 201	40 987 366	47 219 688	53 599 818	60 969 635	69 433 955	79 194 844	89 804 449	102 178 565	116 634 068
Working Capital Requirement (70 days, i.e. 2,5 months)	1 787 528 394	2 044 488 000	2 656 290 072	3 074 052 434	3 541 476 629	4 019 986 331	4 572 722 633	5 207 546 624	5 939 613 325	6 735 333 706	7 663 392 356	8 747 555 068
Funding of Balance Sheet												
Non-Current Provisions	208 373 356	229 210 692	252 131 761	277 344 937	305 079 431	335 587 374	369 146 111	406 060 722	446 666 794	491 333 474	540 466 821	594 513 503
Consumer Deposits	337 898 451	354 793 374	372 533 042	391 159 694	410 717 679	431 253 563	452 816 241	475 457 053	499 229 906	524 191 401	550 400 971	577 921 020
Current Provisions	172 762 466	190 038 713	209 042 584	229 946 842	252 941 526	278 235 679	306 059 247	336 665 172	370 331 689	407 364 858	448 101 344	492 911 478
Unspent Conditional Grants	135 732 011	167 384 946										
Total funding required	854 766 284	941 427 724	833 707 387	898 451 473	968 738 636	1 045 076 616	1 128 021 599	1 218 182 947	1 316 228 389	1 422 889 733	1 538 969 136	1 665 346 001

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Supporting Table 1 - Reconciliation of IDP and Budget: Revenue		Medium-Term Revenue and Expenditure Framework					
		Current year 2008/09			Budget Year 2009/10	Budget Year +1 2010/11	Budget Year +2 2011/12
Strategic Objective	Action Plan	Budget A	Amended B	Forecast C	Budget D	Budget E	Budget F
Good Governance	Political Office	54 466 047	56 470 355	53 067 975	64 868 455	71 509 962	78 591 658
Good Governance	City Manager	1 237 620	2 509 620	2 022 046	1 036 610	1 124 244	1 219 359
Good Governance	SPM - Organisational Performance						
Good Governance	SPM - 2010 and Special Programmes			16 746			
Inadequate Trading Services Infrastructure	DCM - Operations						
Health HIV/Aids Poverty-Related Diseases	DCM - Operations		1 501 244	2 011 041			
Good Governance	DCM - Operations	651 435	651 435	238 587	767 244	841 657	923 304
Good Governance	DCM - Corporate		2 000 000				
Investment Promotion and Facilitation	DCM - Strategic						
Broad-Based Economic Transformation	DCM - Strategic			9 170			
Good Governance	DCM - Strategic						
Improving Skills Levels	Council General Expenditure						
Good Governance	Council General Expenditure				192 937 500	212 231 250	233 454 375
Good Governance	CCCs			7 489	6 920	7 613	8 374
Inadequate Trading Services Infrastructure	MI: Infrastructure						
Good Governance	MI: Infrastructure						
Poor Transportation Links and Mobility	Roads	226 729 107	228 737 032	124 873 872	37 588 163	41 312 980	45 410 278
Poverty and Unemployment	Roads						
Good Governance	Roads	163 138 513	163 138 513	135 131 592	188 418 664	207 819 009	228 567 413
Poor Transportation Links and Mobility	Fleet Management			19 209	5 000	5 500	6 050
Good Governance	Fleet Management	47 764 030	47 764 030	33 376 558	52 540 434	57 794 478	63 573 927
Environment	Health						
Health HIV/Aids Poverty-Related Diseases	Health	139 691 442	139 891 442	84 696 864	82 015 713	89 567 385	94 568 124
Good Governance	Health						
Health HIV/Aids Poverty-Related Diseases	Community Safety	89 344 317	89 344 317	102 613 273	93 741 608	102 320 767	107 868 844
Safety and Security	Community Safety	42 384 286	42 384 286	28 535 966	30 455 251	33 500 777	36 850 855
Good Governance	Community Safety	145 695 564	145 703 422	127 898 581	150 707 445	165 776 384	182 351 264
Safety and Security	Community Safety: EMPD	62 056 725	62 117 760	42 840 527	62 581 744	68 839 918	75 723 910
Good Governance	Community Safety: EMPD	54 363 807	54 413 807	51 356 614	124 100 792	136 510 871	150 161 958

Supporting Table 1 - Reconciliation of IDP and Budget: Revenue		Medium-Term Revenue and Expenditure Framework					
		Current year 2008/09			Budget Year 2009/10	Budget Year +1 2010/11	Budget Year +2 2011/12
Strategic Objective	Action Plan	Budget A	Amended B	Forecast C	Budget D	Budget E	Budget F
Labour Absorption and Job Creation	SRAC	58 500 000	58 500 000	28 686 594			
Poverty and Unemployment	SRAC						
Parks, Sports and Recreational Facilities	SRAC	10 115 570	15 148 925	8 497 841	9 802 069	10 782 290	11 860 527
Good Governance	SRAC	1 762 102	1 762 102	2 116 545	1 330 498	1 460 978	1 603 875
Parks, Sports and Recreational Facilities	Metro Parks	32 725 454	33 095 937	23 084 338	14 764 534	16 240 990	17 865 092
Sustainable Human Settlements	Housing	535 602 390	223 065 884	136 484 952	24 610 314	27 071 345	29 778 485
Good Governance	Housing	702 739	702 739	157 858	116 598	127 808	139 884
Investment Promotion and Facilitation	Finance						
Poverty and Unemployment	Finance	912 052 210	912 052 210	1 777 865 509	1 378 618 632	1 731 281 829	1 897 065 166
Good Governance	Finance	3 435 885 956	3 441 119 508	2 914 745 034	3 348 863 586	3 575 072 868	3 909 250 596
Investment Promotion and Facilitation	Springs Fresh Produce Market	15 470 864	15 470 864	17 544 782	16 341 404	17 248 203	18 210 714
Labour Absorption and Job Creation	Human Resources						
Improving Skills Levels	Human Resources	9 300 440	16 300 440	11 412 038	16 301 440	17 931 584	19 724 742
Good Governance	Human Resources	68 252 541	68 258 470	66 613 047	85 908 366	93 933 817	102 722 994
Inadequate ICT Infrastructure	ICT			25 095	2 000	2 200	2 420
Sustainable Economic Diversification	ICT						
Good Governance	ICT	148 655 383	148 655 383	143 271 212	183 823 839	203 346 819	224 755 816
Spatially Fragmented, Inequitable City	Legal and Administration						
Good Governance	Legal and Administration	59 765 059	59 777 676	36 518 384	42 744 044	46 813 290	50 428 766
Sustainable Economic Diversification	Economic Development		1 514 193	16 093	2 000	2 200	2 420
Investment Promotion and Facilitation	Economic Development			6 647	2 000	2 200	2 420
Good Governance	Economic Development	196 694	196 694	106 885	159 094	173 680	189 619
Spatially Fragmented, Inequitable City	City Development	6 221 076	6 221 076	2 725 490	4 435 599	4 808 690	5 273 673
Need for Urban Renewal	City Development						
Good Governance	City Development						
Environment	Environmental Development	1 952 858	27 417 695	4 637 456	1 211 016	1 332 118	1 465 330
Health HIV/Aids Poverty-Related Diseases	Environmental Development	164 883	164 883	130 989	3 655 615	4 021 177	4 423 294
Good Governance	Environmental Development			19 481			
Tourism Promotion and Development	Tourism						

Supporting Table 1 - Reconciliation of IDP and Budget: Revenue		Medium-Term Revenue and Expenditure Framework					
		Current year 2008/09			Budget Year 2009/10	Budget Year +1 2010/11	Budget Year +2 2011/12
Strategic Objective	Action Plan	Budget A	Amended B	Forecast C	Budget D	Budget E	Budget F
Lack of Clear Identity	Communications & Marketing						
Good Governance	Communications & Marketing	1 119 809	1 119 809	872 687	1 145 764	1 249 005	1 358 838
Broad Based Economic Transformation	IDP			4 647	1 000	1 100	1 210
Good Governance	IDP	108 542	108 542	227 856	380 537	397 603	416 239
Good Governance	Research & Development			579	1 500	1 650	1 815
Good Governance	Performance Management						
Good Governance	Internal Audit			1 330	6 516 077	7 172 929	1 331
Good Governance	Regional Management						
Inadequate Trading Services Infrastructure	Electricity & Energy	4 245 945 932	4 596 534 285	3 970 327 342	5 923 287 170	7 163 809 052	8 639 588 574
Sustainable Human Settlements	Electricity & Energy						
Good Governance	Electricity & Energy	338 812 546	352 583 032	304 273 491	398 272 446	447 660 682	492 496 085
Inadequate Trading Services Infrastructure	Solid Waste	472 778 782	472 778 782	515 900 352	585 376 942	666 529 387	761 365 646
Good Governance	Solid Waste	22 902 186	22 902 186	34 848 353	22 902 186	25 192 404	27 711 646
Poor Transportation Links & Mobility	Water	1 858 542 445	1 943 376 045	452 301 015			
Inadequate Trading Services Infrastructure	Water	60 076 224	67 885 349	1 727 008 682	2 565 788 017	2 860 862 281	3 245 941 508
Good Governance	Water	179 355 311	179 355 311	156 468 756	214 952 636	236 447 901	260 092 698
		13 504 490 889	13 702 695 283	13 125 617 470	15 933 088 466	18 350 140 875	21 023 021 116

Supporting Table 2 - Reconciliation of IDP and Budget: Expenditure		Medium-Term Revenue and Expenditure Framework					
		Current year 2008/09			Budget Year 2009/10	Budget Year +1 2010/11	Budget Year +2 2011/12
Strategic Objective	Action Plan	Budget A	Amended B	Forecast C	Budget D	Budget E	Budget F
Broad-Based Economic Transformation	DCM - Operations				5 055	5 561	6 117
Broad-Based Economic Transformation	DCM - Strategic	1 997 937	1 994 337	2 356 187	2 559 146	2 804 465	3 073 468
Broad-Based Economic Transformation	IDP	4 766 100	4 562 283	4 643 389	5 664 133	6 210 018	6 808 899
Environment	Community Safety	271 053	243 948	56 359	100 000	108 000	116 640
Environment	Economic Development						
Environment	Environmental Development	133 701 494	152 247 601	127 364 261	23 099 730	25 341 150	27 801 174
Environment	Health						
Environment	Roads	103 906	76 516	35 193	150 000	162 000	174 960
Environment	Solid Waste	18 581 814	16 424 355	28 223 318	1 869 948	2 094 342	2 345 662
Environment	Tourism	342 400					
Good Governance	CCCs	1 829 461 352	1 588 573 217	1 439 634 646	61 893 616	68 309 241	75 394 241
Good Governance	City Development	5 540 017	5 534 867	5 591 517	6 521 630	7 219 945	7 888 737
Good Governance	City Manager	13 297 257	11 375 205	15 175 437	12 721 791	13 875 705	15 053 427
Good Governance	Communications and Marketing	510 669	510 669	464 653	675 071	740 720	706 459
Good Governance	Community Safety	148 811 067	147 762 797	169 205 598	177 803 557	195 594 140	215 034 974
Good Governance	Council General Expenditure	168 011 208	315 264 246	63 665 697	290 470 492	519 962 707	758 915 237
Good Governance	DCM - Corporate	2 595 583	4 609 783	2 989 487	3 234 471	3 548 083	3 892 171
Good Governance	DCM - Operations	44 700	44 700	351 674	441 094	484 830	532 709
Good Governance	DCM - Strategic	122 693	118 718	131 731	88 831	97 554	107 042
Good Governance	Economic Development	401 323	401 323	340 113	602 237	661 425	557 209
Good Governance	Electricity & Energy	166 576 545	166 576 545	148 863 808	548 752 825	622 939 856	700 385 155
Good Governance	EMPD	1 927 543	1 926 622	10 804 872	2 449 863	2 694 847	2 964 333
Good Governance	Environmental Development	479 405	479 405	408 120	547 161	600 350	658 478
Good Governance	Finance	816 992 720	788 263 520	653 261 266	1 578 508 076	1 769 759 292	1 965 838 043
Good Governance	Fleet Management	7 795 413	7 795 413	9 293 190	8 380 491	9 218 540	10 140 397
Good Governance	Health	198 928 722	108 584 777	139 687 024	29 617 212	32 553 308	35 597 728
Good Governance	Housing	53 396 255	53 296 255	48 829 938	64 129 312	70 877 768	78 078 742
Good Governance	Human Resources	95 983 952	102 735 495	96 978 277	120 613 269	132 204 489	144 519 695

Supporting Table 2 - Reconciliation of IDP and Budget: Expenditure		Medium-Term Revenue and Expenditure Framework					
		Current year 2008/09			Budget Year 2009/10	Budget Year +1 2010/11	Budget Year +2 2011/12
Strategic Objective	Action Plan	Budget A	Amended B	Forecast C	Budget D	Budget E	Budget F
Good Governance	ICT	1 382 034	1 382 034	1 311 183	1 755 779	1 924 846	1 906 135
Good Governance	IDP	179 875	179 875	16 438	8 822 005	8 824 190	8 826 555
Good Governance	Internal Audit	31 221 845	33 133 991	18 899 433	31 574 820	34 516 822	37 726 067
Good Governance	Legal and Administration	432 083 795	429 779 967	441 219 249	226 606 574	249 294 751	272 901 559
Good Governance	Metro Parks	11 882 135	11 882 135	12 480 220	20 098 286	21 108 114	22 218 928
Good Governance	Political Office	94 679 401	94 280 101	95 426 789	391 952 896	430 922 323	473 438 413
Good Governance	Regional Management			12 134			
Good Governance	Research and Development	1 727 886	2 021 368	2 011 062	5 396 209	5 869 829	6 386 536
Good Governance	Risk Management	1 822 447	1 821 447	1 066 881	1 942 253	2 115 610	2 304 634
Good Governance	Roads	165 806 473	163 128 928	150 999 205	180 311 369	198 395 850	217 425 314
Good Governance	Solid Waste	46 656 749	46 206 749	62 304 708	89 845 753	101 397 886	113 564 869
Good Governance	SPM - 2010 and Special Programmes	71 121 174	60 855 174	19 339 123	65 700 182	32 106 922	34 041 416
Good Governance	SPM - Organisational Performance	14 214 696	11 992 257	4 613 263	3 492 188	3 796 815	4 128 336
Good Governance	Springs Fresh Produce Market	3 598 353	3 526 253	2 076 221	3 516 774	3 857 452	4 231 317
Good Governance	SRAC	97 825 066	104 912 122	92 585 205	76 978 082	84 560 397	92 864 648
Good Governance	Water	26 976 871	26 976 871	26 916 069	34 567 839	38 180 233	42 065 910
Health HIV/Aids Poverty-Related Diseases	Community Safety	68 050 728	67 747 329	82 914 993	92 208 186	101 395 677	111 496 546
Health HIV/Aids Poverty-Related Diseases	DCM - Operations		1 501 244	2 693 907	4 657 017	5 122 718	5 634 991
Health HIV/Aids Poverty-Related Diseases	Environment Development	116 221 542	107 040 499	110 933 360	67 561 810	74 272 518	81 637 811
Health HIV/Aids Poverty-Related Diseases	Health	779 323 123	781 495 120	796 391 989	385 256 407	421 367 317	460 982 245
Health HIV/Aids Poverty-Related Diseases	Roads			7 284			
Health HIV/Aids Poverty-Related Diseases	Solid Waste			5 652			
Health HIV/Aids Poverty-Related Diseases	SRAC			31 908			
Improving Skills Levels	City Development	69 896	130 104	161 286	130 000	140 400	151 632
Improving Skills Levels	Communications and Marketing	204 452	131 000	29 763	131 000	141 480	152 798
Improving Skills Levels	Community Safety	2 998 945	3 707 945	644 781	3 531 000	3 813 480	4 118 559
Improving Skills Levels	Economic Development		100 000		100 000	108 000	116 640
Improving Skills Levels	Electricity and Energy	691 648	610 779	383 888	610 000	658 800	711 504

Supporting Table 2 - Reconciliation of IDP and Budget: Expenditure		Medium-Term Revenue and Expenditure Framework					
		Current year 2008/09			Budget Year 2009/10	Budget Year +1 2010/11	Budget Year +2 2011/12
Strategic Objective	Action Plan	Budget A	Amended B	Forecast C	Budget D	Budget E	Budget F
Improving Skills Levels	Community Safety: EMPD	1 847 658	1 778 658	1 525 734	1 778 000	1 920 240	2 073 859
Improving Skills Levels	Environmental Development	139 302	139 302	111 765	139 000	150 120	162 130
Improving Skills Levels	Finance	485 388	400 000	85 259	400 000	432 000	466 560
Improving Skills Levels	Health	1 327 284	1 182 284	1 081 512	1 182 000	1 276 560	1 378 685
Improving Skills Levels	Housing	361 275	210 000	214 966	210 000	226 800	244 944
Improving Skills Levels	Human Resources	11 584 239	11 624 848	13 129 973	21 147 397	23 143 373	25 329 445
Improving Skills Levels	ICT	780 472	1 000 000	370 827	1 000 000	1 080 000	1 166 400
Improving Skills Levels	IDP	10 300	4 740 463	6 683 913	2 890 000	3 121 200	3 370 896
Improving Skills Levels	Internal Audit	658 061	165 133	158 976	165 000	178 200	192 456
Improving Skills Levels	Legal and Administration	149 379	133 500	86 600	133 500	144 180	155 714
Improving Skills Levels	Metro Parks	672 803	572 803	194 172	572 000	617 760	667 181
Improving Skills Levels	Political Office				58 000	62 640	67 651
Improving Skills Levels	Roads	181 499	1 317 512	170 048	1 317 000	1 422 360	1 536 149
Improving Skills Levels	Solid Waste	241 432	241 432	356 658	241 000	260 280	281 102
Improving Skills Levels	SPM - Organisational Performance	20 256	24 636	19 402	24 000	25 920	27 994
Improving Skills Levels	SRAC	86 582	67 829	17 735	67 600	73 008	78 849
Improving Skills Levels	Water	1 153 600	1 800	2 764	1 800	1 944	2 100
Inadequate ICT Infrastructure	City Development	1 745 734	1 598 094	2 143 133	1 901 945	2 058 578	2 228 334
Inadequate ICT Infrastructure	Community Safety	2 343 000	2 252 700	1 033 039	1 713 000	1 850 040	1 998 043
Inadequate ICT Infrastructure	Electricity and Energy	5 642 700	356 430	335 815	783 500	862 180	949 074
Inadequate ICT Infrastructure	Community Safety: EMPD	1 400 000	980 500	1 477 888	1 500 000	1 620 000	1 749 600
Inadequate ICT Infrastructure	Environmental Development	1 204 260	9 100 552	3 817 591	752 062	826 968	909 342
Inadequate ICT Infrastructure	Finance	13 330 000	13 547 000	13 899 585	13 160 000	14 422 800	15 811 824
Inadequate ICT Infrastructure	Housing		180 000		50 000	54 000	58 320
Inadequate ICT Infrastructure	ICT	156 715 230	175 652 294	153 428 546	203 645 903	225 680 909	250 026 629
Inadequate ICT Infrastructure	Internal Audit	40 000	236 000	242 297	45 000	48 600	52 488
Inadequate ICT Infrastructure	Legal and Administration	272 000	244 800		285 000	307 800	332 424
Inadequate ICT Infrastructure	Human Resources				75 000	81 000	87 480

Supporting Table 2 - Reconciliation of IDP and Budget: Expenditure		Medium-Term Revenue and Expenditure Framework					
		Current year 2008/09			Budget Year 2009/10	Budget Year +1 2010/11	Budget Year +2 2011/12
Strategic Objective	Action Plan	Budget A	Amended B	Forecast C	Budget D	Budget E	Budget F
Inadequate ICT Infrastructure	SPM - Organisational Performance	70 000	63 000				
Inadequate ICT Infrastructure	SRAC	1 749 400	1 375 710	1 989 520	1 912 000	2 064 960	2 230 157
Inadequate ICT Infrastructure	Water	2 400 243	2 072 119	251 695	925 000	999 000	1 078 920
Inadequate Trading Services Infrastructure	DCM - Operations	2 892 383	1 276 918	1 147 674	3 540 563	3 882 205	4 257 018
Inadequate Trading Services Infrastructure	Electricity and Energy	854 614 134	883 978 986	744 668 888	4 977 528 746	6 071 487 774	7 134 936 871
Inadequate Trading Services Infrastructure	Health			2 716			
Inadequate Trading Services Infrastructure	Solid Waste	462 650 142	484 716 442	467 383 382	654 338 374	722 178 254	795 981 687
Inadequate Trading Services Infrastructure	Water	526 661 097	554 051 332	511 647 292	685 827 587	660 734 875	729 873 929
Investment Promotion and Facilitation	City Manager	3 500 000	3 510 000	4 728 303	5 531 460	5 974 608	6 453 270
Investment Promotion and Facilitation	Economic Development	4 480 443	5 966 788	812 533	7 423 500	7 811 380	8 230 291
Investment Promotion and Facilitation	MI Infrastructure	12 000	12 000				
Labour Absorption and Job Creation	City Manager		46 871	44 119	123 562	135 918	149 511
Labour Absorption and Job Creation	Economic Development	508 254	400 000				
Labour Absorption and Job Creation	Health			12 818	5 193	5 712	6 283
Labour Absorption and Job Creation	Human Resources	808 400	8 545 938	4 450 454	15 416 301	16 804 332	18 319 386
Labour Absorption and Job Creation	SRAC			10 220	6 649	7 314	8 045
Lack of Clear Identity	Communications and Marketing	43 546 109	46 084 802	37 042 379	44 441 525	48 442 098	52 801 947
Need for Urban Renewal	City Development				708 154	778 730	856 344
Parks, Sports and Recreational Facilities	Finance			8 372	2 087	2 296	2 526
Parks, Sports and Recreational Facilities	Housing	53 640	17 924	4 019	58 900	63 612	68 701
Parks, Sports and Recreational Facilities	Legal and Administration	14 991	1 777		1 700	1 836	1 983
Parks, Sports and Recreational Facilities	Metro Parks	589 539 504	545 505 122	472 339 726	414 951 635	458 683 299	506 161 291
Parks, Sports and Recreational Facilities	SRAC	799 179 686	806 216 824	816 209 756	370 616 497	408 456 647	449 000 045
Poor Transportation Links and Mobility	Fleet Management	301 557	-282 833	49 631 148	63 556 067	70 095 310	77 209 685
Poor Transportation Links and Mobility	Roads	560 317 665	552 576 509	564 088 521	2 641 350 365	2 982 777 173	3 412 792 101
Poor Transportation Links and Mobility	Solid Waste	12 240 000	12 870 753	6 640 542	1 976 000	2 213 120	2 478 695
Poor Transportation Links and Mobility	Water	46 107 221	45 723 759	39 949 369	11 673 000	13 073 760	14 642 611
Poverty and Unemployment	Housing				8 478 800	9 861 783	11 277 063

Supporting Table 2 - Reconciliation of IDP and Budget: Expenditure		Medium-Term Revenue and Expenditure Framework					
		Current year 2008/09			Budget Year 2009/10	Budget Year +1 2010/11	Budget Year +2 2011/12
Strategic Objective	Action Plan	Budget A	Amended B	Forecast C	Budget D	Budget E	Budget F
Poverty and Unemployment	Environmental Development	443 000	398 700	322 413	452 000	488 160	527 213
Poverty and Unemployment	Legal and Administration				3 646 000	4 010 600	4 411 660
Poverty and Unemployment	Health	1 357 231	1 262 043	1 418 787	1 470 000	1 587 600	1 714 608
Poverty and Unemployment	Electricity and Energy				44 100 000	48 510 000	53 361 000
Safety and Security	Community Safety	293 811 306	289 462 590	278 198 379	295 428 202	325 736 029	358 122 109
Safety and Security	Electricity and Energy	83 398	146 298	30 722	88 000	98 560	110 387
Safety and Security	EMPD	2 961 378 787	3 304 063 724	3 168 870 786	533 458 683	589 305 765	650 048 763
Safety and Security	Finance	2 807 824	3 182 924	1 488 350	3 348 000	3 749 760	4 199 732
Safety and Security	Housing	2 800 000	1 604 447	1 986 579	2 000 000	2 160 000	2 332 800
Safety and Security	Metro Parks			116 853			
Safety and Security	SRAC		25 000	18 188	936 181	1 029 798	1 132 778
Spatially Fragmented, Inequitable City	City Development	95 400 725	92 631 227	67 001 099	95 244 597	103 367 131	113 461 610
Spatially Fragmented, Inequitable City	Human Resources	231 027	311 593	421 826	342 800	370 224	399 842
Sustainable Economic Diversification	Economic Development	28 339 988	28 787 472	21 098 562	21 269 549	23 429 506	25 800 969
Sustainable Economic Diversification	Springs Fresh Produce Market	159 864	140 965	322 095	361 355	396 373	434 803
Sustainable Human Settlements	Housing	132 925 200	137 069 810	96 127 466	115 160 747	129 943 637	146 196 309
Sustainable Human Settlements	Roads	12 000	7 000	7 806	7 000	7 840	8 781
Tourism Promotion and Development	Economic Development	18 898	12 000	16 812			
Tourism Promotion and Development	Environment Development				3 594 600	3 782 568	3 988 961
Tourism Promotion and Development	Springs Fresh Produce Market	921 270	920 270	1 323 706	800 000	896 000	1 003 520
Tourism Promotion and Development	Tourism	3 219 362			234 135	257 310	282 782
		13 283 943 126	13 483 065 615	12 462 772 442	15 933 075 105	18 328 292 123	20 973 048 083

SUPPORTING TABLE 3 RECONCILIATION OF IDP and BUDGET - CAPEX		Preceding Year 2007/2008	Current Year 2008/09			Medium-Term Revenue and Expenditure Framework		
			A	Approved Budget B	Adjusted Budget C	Full Year Forecast D	Budget Year 2009/10 E	Budget Year +1 2010/11 F
Strategic Objective	Action Plan							
Economic Diversification	Market		10 230 000	10 230 000	8 695 500	2 500 000	1 865 000	1 890 000
Economic Diversification	Economic Development						3 000 000	2 500 000
Economic Diversification	2010 Office		750 000	750 000	637 500			
Economic Transformation	Economic Development	8 721 126	9 400 000	13 638 348	11 592 596	19 500 000	23 250 000	34 000 000
Environmental Management	City Development							
Environmental Management	Economic Development: Environment		8 078 000			7 600 000	5 421 900	5 421 900
Environmental Management	Environmental Dev: Solid Waste					54 700 000	86 000 000	119 000 000
Good Governance	2010 Office	4 032 172	3 500 000					
Good Governance	CCC'S	13 662 996	31 946 100	43 145 322	36 673 524	95 299 721	4 882 900	3 532 900
Good Governance	City Manager	1 443 852	1 200 000	589 292	500 898	87 500	100 000	100 000
Good Governance	Communications and Marketing	153 004	400 000	514 450	437 283	332 500	456 000	520 000
Good Governance	Legal and Administrative Services	2 667 958	1 610 000	2 324 000	1 975 400	8 532 800	464 100	464 100
Good Governance	City Development		1 910 000	3 610 000	3 068 500	2 325 000	2 050 000	2 350 000
Good Governance	Environmental Dev: Environment	3 131 831	515 000	14 093 000	11 979 050	1 590 000	1 065 000	1 065 000
Good Governance	Environmental Dev: Parks	659 407	10 400 000	16 665 000	14 165 250	28 751 182	13 372 500	10 500 000
Good Governance	Environmental Dev: Solid Waste	16 713 669	26 558 000	26 788 000	22 769 800	656 300	500 000	500 000
Good Governance	Environmental Dev: Health	223 084	910 000	2 410 000	2 048 500	140 000	130 000	130 000
Good Governance	Environmental Dev: Support Services		300 000	1 200 000	1 020 000			
Good Governance	Community Safety: EMPD	20 461 950	12 065 400	62 258 087	52 919 374		40 000	
Good Governance	Finance	5 019 348	17 665 000	12 120 246	10 302 209	7 977 500	4 500 000	4 500 000
Good Governance	Fleet Management	659 744	29 037 930	16 100 000	13 685 000	3 600 000	9 000 000	9 000 000
Good Governance	Health	1 577 439	4 080 000	4 102 000	3 486 700	2 643 800	3 695 000	4 870 000
Good Governance	Housing	46 042	1 398 000	1 388 300	1 180 055	600 000	600 000	600 000
Good Governance	Human Resources	717 848	3 374 100	3 875 930	3 294 541	472 000	450 000	450 000
Good Governance	Internal Audit	423 718	1 471 100	1 471 100	1 250 435	454 500	350 000	350 000
Good Governance	ICT	741 033	1 900 000	1 900 000	1 615 000	1 801 750	1 889 100	1 500 000
Good Governance	IDP	747		105 090	89 327			
Good Governance	Economic Development	94 145	700 000	600 000	510 000	600 000	500 000	500 000
Good Governance	Market	1 045 076	1 290 000	1 290 000	1 096 500	286 300	135 000	110 000
Good Governance	Electricity	593 145	14 696 000	15 674 000	13 322 900	13 424 000	15 781 600	18 401 790

SUPPORTING TABLE 3 RECONCILIATION OF IDP and BUDGET - CAPEX		Preceding Year 2007/2008	Current Year 2008/09			Medium-Term Revenue and Expenditure Framework		
			A	Approved Budget B	Adjusted Budget C	Full Year Forecast D	Budget Year 2009/10 E	Budget Year +1 2010/11 F
Strategic Objective	Action Plan							
Good Governance	IS:W and WW	400 462	800 000	1 976 000	1 679 600	5 425 000	1 250 000	2 400 000
Good Governance	Political Office	553 705	7 758 000	9 865 780	8 385 913	3 014 100	300 000	300 000
Good Governance	Community Safety	2 159 824	2 890 000	4 520 000	3 842 000			
Good Governance	Research and Development	52 592	202 400	302 400	257 040	204 872	50 000	50 000
Good Governance	IS:RTCW	2 359 049	1 730 000	1 824 000	1 550 400	22 625 000	15 693 000	3 946 300
Good Governance	DCM -Strategic Services	10 459		7 121	6 053			
Good Governance	DCM-Operations	18 147		50 808	43 187			
Good Governance	DCM -Corporate Services	109 994		35 700	30 345			
Good Governance	SRAC	942 532	4 425 000	8 217 900	6 985 215		400 000	400 000
Good Governance	Council general		37 000 000	35 500 000	30 175 000	54 200 000		
Healthcare and facilities	Health	23 117 225	78 745 000	57 044 330	48 487 681	84 668 000	143 885 200	73 900 200
Human Settlements	Housing	171 592 397	259 733 230	299 499 830	254 574 856	368 134 990	333 527 900	307 957 900
ICT Infrastructure	ICT	342 307 759	188 811 500	204 198 000	173 568 300	153 680 000	101 000 000	51 400 000
ICT Infrastructure	IS: Water					500 000	500 000	800 000
ICT Infrastructure	Council general		125 000 000					
Investment Promotions	2010 Office		2 000 000	2 000 000	1 700 000	3 000 000		
Park, Sport and Recreational	Environmental Development: Parks	26 675 924	46 725 000	44 692 404	37 988 543	45 954 818	43 050 000	41 500 000
Park, Sport and Recreational	SRAC	37 751 230	74 700 000	99 823 950	84 850 358	79 800 000	51 500 000	48 753 000
Park, Sport and Recreational	2010 Office		64 000 000	12 800 000	10 880 000	26 000 000		
Poverty and Unemployment	Health	8 297 791	3 900 000	6 196 781	5 267 264	6 885 000	150 000	3 060 000
Roads and Transport	2010 Office		30 500 000	34 028 491	28 924 217	20 000 000		
Roads and Transport	IS:RTCW	387 332 073	508 282 842	944 594 831	802 905 606	524 215 743	455 111 000	550 033 000
Safety and Security	2010 Office			1 200 000	1 020 000			
Safety and Security	Community Safety: EMPD	45 402 884	8 400 000	8 400 000	7 140 000			
Safety and Security	Community Safety	31 074 582	78 529 600	92 978 400	79 031 640	134 492 818	57 625 200	55 100 000
Safety and Security	IS: Water						500 000	500 000
Services Infrastructure	2010 Office		19 000 000	69 000 000	58 650 000	18 000 000		
Services Infrastructure	Electricity	195 437 400	336 568 000	443 950 047	377 357 540	343 518 000	263 200 000	297 579 810
Services Infrastructure	Environmental Development: Solid Waste	48 439 447	73 670 000	157 658 362	134 009 608	102 219 800	92 100 000	101 000 000
Services Infrastructure	IS:W and WW	43 897 217	91 431 000	94 238 465	80 102 695	68 600 000	87 603 000	127 357 000

SUPPORTING TABLE 3 RECONCILIATION OF IDP and BUDGET - CAPEX		Preceding Year 2007/2008	Current Year 2008/09			Medium-Term Revenue and Expenditure Framework		
			A	Approved Budget B	Adjusted Budget C	Full Year Forecast D	Budget Year 2009/10	Budget Year +1 2010/11
Strategic Objective	Action Plan					Budget E	Budget F	Budget G
Spatial Development	City Development	728 441	4 450 000			1 000 000	1 500 000	500 000
Tourism Promotion	2010 Office		1 000 000	1 000 000	850 000	60 000 000		
Tourism Promotion	Economic Development	2 074 026	2 600 000	2 600 000	2 210 000	2 672 700		
TOTAL CAPITAL EXPENDITURE		1 453 524 495	2 248 236 202	2 895 045 765	2 460 788 900	2 382 685 694	1 828 443 400	1 888 792 900

Column Definitions:

- A. The actual for 2007/08 as per the audited financial statements.
- B. The original budget approved by council for the 2008/09 budget year.
- C. The budget for 2008/09 budget year as adjusted by council resolution in terms of Section 28 of the MFMA.
- D. A forecast for the 2008/09 budget year.
- E. The amount to be appropriated for the 2009/10 budget year.
- F. The indicative projection for 2010/11
- G. The indicative projection for 2011/12

Supporting Table 4 - Investment Particulars by Type	Preceding Year 2007/2008	Current Year 2008/2009			Medium Term Revenue and Expenditure Framework		
					Budget Year 2009/2010	Budget Year +1 2010/2011	Budget Year +2 2011/2012
	Audited Actual	Approved Budget	Adjusted Budget	Full Year Forecast	Budget	Budget	Budget
	A	B	C	D	E	F	G
Investment Type							
Securities - National Government							
Listed Corporate Bonds							
Deposits - Banks	1 329 871 313			628 355 647	627 038 600	429 318 652	453 425 837
Deposits - Public Investment Commissioners							
Deposits - Corporation for Public Deposits							
Bankers Acceptance Certificates							
Negotiable Certificate of Deposit - Banks							
Guaranteed Endowment Policies (sinking funds)							
Repurchase Agreements - Banks							
Municipal Bonds (entities)	387 258 476			480 244 714	480 244 714	480 244 714	480 244 714
Policies	35 960 401						
TOTAL INVESTMENTS	1 753 090 190			1 108 600 361	1 107 283 314	909 563 366	933 670 551

Column Definitions:

- A. The audited actual for 2007/08 as per the audited financial statements.
- B. The original budget approved by council for the 2008/09 budget year.
- C. The budget for 2008/09 budget year as adjusted by council resolution in terms of Section 28 of the MFMA.
- D. An estimate of final actual figures (pre-audit) for the 2008/09 budget year at the point in time of preparing the budget for the 2009/10 budget year.
- E. The amount to be appropriated for the 2009/10 budget year.
- F. The indicative projection for 2010/11
- G. The indicative projection for 2011/12

Notes:

- 1. The investment types listed are set out as per the municipal investment regulations posted on the NT website (www.treasury.gov.za/mfma)
- 2. List additional types if the list above is incomplete. Do not use "Other"
- 3. Zeros are used where no amounts are applicable

INSTITUTION	ACCOUNT / CERT. NUMBER	TYPE OF INVESTMENT	PERIOD OF INVESTMENT	MATURITY DATE	ESTIMATED INT RATE %	BALANCE 01.07.2009	BALANCE 30.06.2010	INTEREST TO BE REALISED
INVESTEC BANK	TR 1712	ZERO COUPON	10 YEARS	31-Dec-2009	12.00	44 834 289		5 380 115
INVESTEC BANK	TR 1815	ZERO COUPON	11 YEARS	30-Jun-2011	12.50	16 821 367	18 924 038	2 102 671
STANLIB	290332	ZERO COUPON	10 YEARS	30-Jun-2011	8.50	64 773 668	70 279 430	5 505 762
STANLIB	200331841	CALL DEPOSIT	ON CALL	ON CALL	5.00	136 961 432	143 809 504	6 848 072
STANLIB	CONTRACT	FUND MANAGING	ON CALL	ON CALL	5.00	100 153 953	105 161 651	5 007 698
STANDARD BANK	53967019	MONEY MARKET FUND	15 YEARS	10-Apr-2015	10.00	2 539 945	2 793 940	253 995
STANDARD BANK	ALBE-00-0001	ZERO COUPON BOND	13 YEARS	30-Jun-2011	12.00	22 146 545	24 804 130	2 657 585
SANLAM CAP. MARKETS	5005	PROMISSORY NOTE	11 YEARS	30-Jun-2011	10.80	14 542 050	16 112 591	1 570 541
MUNICIPAL ENTITIES		RAND AIRPORT				4 000 000	4 000 000	
G.G. INNER CITY HOUSING		100 SHARES				306	306	
		INCREASE IN ASSETS				476 244 408	476 244 408	
SANLAM	CONTRACT	FUND MANAGING	ON CALL	ON CALL	6.80	99 987 768	106 786 936	6 799 168
RAND MERCHANT BANK	338	GUARANTEED TRUST	15 YEARS	31-Jul-2015	10.00	1 773 620	1 950 982	177 362
RAND MERCHANT BANK	ZB11F3003	ZERO COUPON	13 YEARS	30-Jun-2011	12.20	23 757 084	26 655 448	2 898 364
RAND MERCHANT BANK	356	GUARANTEED TRUST	18 YEARS	28-Oct-2016	10.00	7 425 831	8 168 414	742 583
INCA	BENO-00-0003	ZERO COUPON	12 YEARS	30-Jun-2011	13.00	18 614 429	21 034 305	2 419 876
INCA	KHAY-00-0001	GUARANTEED GROWTH	12 YEARS	30-Jun-2011	13.00	37 706 633	42 608 495	4 901 862
INCA	ZA 25	ZERO COUPON	20 YEARS	30-Nov-2014	10.00	16 317 033	17 948 736	1 631 703
VARIOUS INSTITUTIONS	VARIOUS	SHORT TERM	SHORT TERM	30-Jun-2010	7.50	20 000 000	20 000 000	1 500 000
CURRENT ACCOUNTS	VARIOUS	BANK BALANCES						
TOTAL INVESTMENTS						1 108 600 361	1 107 283 314	50 397 357

Supporting Table 5 - Government Grants and Subsidies: Allocations	Preceding Year 2007/08	Current Year 2008/09			Medium-Term Revenue and Expenditure Framework		
		Approved Budget B	Adjusted Budget C	Full Year Forecast D	Budget Year 2009/10	Budget Year +1 2010/11	Budget Year +2 2011/12
	Actual A				Budget E	Budget F	Budget G
National Grant Allocations							
Equitable Share	1 396 748 353	1 672 510 000	1 719 819 867	1 719 819 867	2 059 319 000	2 455 710 000	2 694 160 000
MIG	324 478 666	378 634 000	518 841 338	518 841 338	446 538 000	526 804 000	452 273 000
INEP Municipal	4 000 000	8 962 000	12 374 538	12 374 538		30 000 000	50 000 000
INEP ESKOM							
FMG	500 000	500 000	5 125 476	5 125 476	750 000	1 000 000	1 250 000
PTIS	13 000 000	7 637 000	7 637 000	7 637 000	27 745 000	63 537 000	700 000 000
NDPG		13 000 000	17 500 000	17 500 000	10 000 000	17 200 000	18 080 000
Electricity Demand Side Management					3 000 000	2 000 000	2 000 000
OTHER	5 317 000		7 700 000	7 700 000			
Sub Total - National Grant Allocations	1 744 044 019	2 081 243 000	2 288 998 219	2 288 998 219	2 547 352 000	3 096 251 000	3 917 763 000
Provincial Grant Allocations							
PHB	216 768 303	22 888 300	9 950 000	9 950 000			
Other Provincial Grants	14 961 222	1 895 642	22 417 749	22 417 749	20 500 000	59 000 000	32 000 000
Provincial Health	77 228 715	89 002 000	89 002 000	89 002 000	82 009 000	89 560 000	94 560 000
Provincial Ambulance	83 202 000	97 000 000	97 000 000	97 000 000	96 850 000	105 740 000	111 630 000
Nutritional Scheme		130 000	130 000	130 000			
SETA	7 510 207	9 300 440	16 300 440	16 300 440	9 858 466	10 351 390	11 593 556
Sub Total - Provincial Grant Allocations	399 670 446	220 216 382	234 800 189	234 800 189	209 217 466	264 651 390	249 783 556
Municipal Grant Allocations	8 000		2 000 000	2 000 000			
Sub Total - Municipal Grant Allocations	8000		2 000 000	2 000 000			
TOTAL GRANT ALLOCATIONS	2 143 722 465	2 301 459 382	2 525 798 408	2 525 798 408	2 756 569 466	3 360 902 390	4 167 546 556

Column Definitions:

- A. The actual for 2007/08 as per the audited financial statements.
- B. The original budget approved by council for the 2008/09 budget year.
- C. The budget for 2008/09 budget year as adjusted by council resolution in terms of Section 28 of the MFMA.
- D. A forecast for the 2008/09 budget year.
- E. The amount to be appropriated for the 2009/10 budget year.
- F. The indicative projection for 2010/11
- G. The indicative projection for 2011/12

Supporting Table 6 - New Borrowing	Preceding Year 2007/08	Current Year 2008/2009			Medium-Term Revenue and Expenditure Framework		
					Budget Year 2009/10	Budget Year +1 2010/2011	Budget Year +2 2011/2012
	Actual A	Approved Budget B	Adjusted Budget C	Full Year Forecast D	Budget E	Budget F	Budget G
External loan		800 000 000		1 100 000 000	800 000 000	800 000 000	800 000 000
NEW BORROWING		800 000 000		1 100 000 000	800 000 000	800 000 000	800 000 000

Column Definitions:

- A. The actual for 2007/08 as per the audited financial statements.
- B. The original budget approved by council for the 2008/09 budget year.
- C. The budget for 2008/09 budget year as adjusted by council resolution in terms of Section 28 of the MFMA.
- D. A forecast for the 2008/09 budget year.
- E. The amount to be appropriated for the 2009/10 budget year.
- F. The indicative projection for 2010/11
- G. The indicative projection for 2011/12

Supporting Table 7 - Grant Allocation	Preceding Year 07/08	Current Year 08/09			Medium-Term Revenue and Expenditure Framework		
		Actual A	Approved Budget B	Adjusted Budget C	Full year Forecast D	Budget Year 09/10 Budget E	Budget Year +1 2010/11 Budget F
	Allocations to Entities and Other External Mechanisms						
1. Eskom: Free Basic Electricity	29 695 392	45 750 000	36 750 000	36 750 000	44 100 000	48 510 000	53 361
TOTAL ALLOCATIONS TO ENTITIES ETC.	29 695 392	45 750 000	36 750 000	36 750 000	44 100 000	48 510 000	53 361
Allocations to Other Organisations							
1. Discretionary Grants: Educational - External	2 058 363	3 031 875	3 031 875	3 031 875	3 183 000	3 501 300	3 851 430
2. Discretionary Grants: Educational	5 556 051	8 000 000	8 000 000	8 000 000	8 261 000	9 087 100	9 995 810
3. Discretionary Grants: Social Support	3 307 500	3 858 750	3 472 875	3 472 875	3 646 000	4 010 600	4 411 660
4. Discretionary Grants: Sport	46 295	52 500	52 500	52 500			
5. Subsidy: SPCA	2 100 000	2 205 000	2 205 000	2 205 000	2 315 000	2 546 500	2 801 150
TOTAL ALLOCATIONS TO OTHER ORGANISATIONS	13 068 209	17 148 125	16 762 250	16 762 250	17 405 000	19 145 500	21 060 050

Column Definitions:

- A. The audited actual for 2007/08 as per the audited financial statements.
- B. The original budget approved by council for the 2008/09 budget year.
- C. The budget for 2008/09 budget year as adjusted by council resolution in terms of section 28 of MFMA.
- D. An estimate of final actual figures (pre-audit) for the 2008/09 budget year at the point in time of preparing the budget for the 2009/10 budget year. This may differ from C.
- E. The amount to be appropriated for the 2009/10 budget year.
- F. The indicative projection for 2010/11.
- G. The indicative projection for 2011/12.

Supporting Table 8 - Disclosure of Salaries, Allowances and Benefits	Salary	Social Contributions	Allowances	Performance Bonuses	Total Package
	Rand pa	Rand pa	Rand pa	Rand pa	Rand pa
Councillors					
Executive Mayor	858 260	Included in total package	32 004		890 264
Speaker	686 607	Included in total package	15 984		702 591
Chief Whip	643 694	Included in total package	15 984		659 678
Member of the Mayoral Committee (10 members)	643 694	Included in total package	15 984		659 678
Part-Time Councillor (162 members)	300 390	Included in total package	9 972		310 362
Officials of the Municipality					
Municipal Manager (MM)	1 700 000	Included in total package		As determined annually	1 700 000
Deputy City Managers (3)	1,300,000 to 1,320,000	Included in total package		As determined annually	1,300,000 to 1,320,000
Executive Directors (incl. CFO)	880,000 to 1,300,000	Included in total package		As determined annually	880,000 to 1,300,000
Entities					
Ekurhuleni Development Company					
CEO	597 149	41 800		59 715	698 664
Financial Manager	426 954	41 887		42 695	511 536
Property manager	426 954	41 887		42 695	511 536
Brakpan Bus Company					
Managing Director	352 304	35 230	10 800	29 347	427 681
Financial Manager	283 800	28 380	5 040	23 641	340 861
Operations Manager	283 800	28 380	5 040	23 641	340 861
East Rand Water Care Company					
Managing Director	681 352		10 000	106 225	797 577
Executive Managers (x6)	3 286 248		36 622	514 745	3 837 615
TOTAL COST OF REMUNERATION TO MUNICIPALITY	6 338 561	217 564	67 502	842 704	7 466 331

Notes:

- Total package must equal the total cost to the municipality.
- If benefits in kind are provided (e.g. provision of living quarters) the full market value must be shown as the cost to the municipality
- Political office bearer is defined in MFMA s 1: speaker, executive mayor, deputy executive mayor, member of executive committee, mayor, deputy mayor, member of mayoral committee, the councillor designated to exercise powers and duties of mayor (MFMA s 57)
- Social contributions include pensions, medical aid, etc.
- List each entity where municipality has an interest and state percentage ownership and control.

Supporting Table 8a - Summary of Total Salaries, Wages, Allowances etc	Preceding Year 2007/08	Current Year 2008/09			Medium-Term Revenue and Expenditure Framework		
	Audited Actual A	Approved Budget B	Adjusted Budget C	Full Year Forecast D	Budget Year 2009/10 Budget E	Budget Year +1 2010/11 Budget F	Budget Year +2 2011/12 Budget G
	Councillors (Political Office Bearers plus Other)						
Basic Salaries	32 995 430	36 503 442	36 503 442	35 773 373	44 042 910	48 447 202	53 291 920
Pension Contributions	4 925 053	5 203 694	5 203 694	5 099 620	5 277 927	5 805 721	6 386 292
Medical Aid Contributions	3 008 807	2 098 739	2 098 739	2 056 764	2 198 374	2 418 209	2 660 031
Allowances	13 469 127	16 519 815	16 119 815	15 893 128	15 117 166	16 628 887	18 291 778
Sub Total - Councillors	54 398 417	60 325 690	59 925 690	58 822 886	66 636 377	73 300 019	80 630 021
Senior Managers of the Municipality (Section 57 of Systems Act)							
Basic Salaries	70 297 977	96 070 780	96 070 780	96 070 780	108 165 726	118 982 299	130 880 528
Pension Contributions	Included in package	Included in package	Included in package	Included in package	Included in package	Included in package	Included in package
Medical Aid Contributions	Included in package	Included in package	Included in package	Included in package	Included in package	Included in package	Included in package
Sub Total - Senior Managers of Municipality	70 297 977	96 070 780	96 070 780	96 070 780	108 165 726	118 982 299	130 880 528
Other Municipal Staff							
Basic Salaries	1 972 093 013	2 652 275 881	2 637 235 429	2 514 471 240	3 002 256 416	3 363 825 921	3 695 171 874
Pension Contributions	394 795 848	439 625 986	438 871 712	403 761 975	509 049 796	559 954 812	615 950 329
Medical Aid Contributions	174 509 103	200 124 162	200 076 828	184 070 682	235 737 747	259 311 553	285 242 749
Overtime	116 623 776	128 093 009	128 228 009	128 228 009	143 847 591	158 232 391	174 055 660
Sub Total - Other Municipal Staff	2 658 021 740	3 420 119 038	3 404 411 978	3 230 531 905	3 890 891 550	4 341 324 677	4 770 420 612
TOTAL FOR EMM	2 728 319 717	3 516 189 818	3 500 482 758	3 326 602 685	3 999 057 276	4 460 306 976	4 901 301 140
Board Members of Entities							
Board Fees	5 101 265	860 556	331 278	765 278	850 806	910 886	975 975
Sub Total - Board Members of Entities	5 101 265	860 556	331 278	765 278	850 806	910 886	975 975
Senior Managers of Entities							
Basic Salaries	5 240 419	5 794 372	1 228 969	5 455 536	6 992 146	7 632 690	8 347 023
Pension Contributions	677 508	713 631	86 028	688 526	867 393	950 099	1 040 863
Medical Aid Contributions	260 124	350 850	25 200	328 437	381 819	421 001	462 493
Allowances	674 664	822 373		757 352	931 960	1 045 389	1 172 356
Performance Bonus	734 743	667 728	122 897	522 324	828 288	901 903	988 397
Sub Total - Senior Managers of Entities	7 587 458	8 348 954	1 463 094	7 752 175	10 001 606	10 951 082	12 011 132

Supporting Table 8a - Summary of Total Salaries, Wages, Allowances etc	Preceding Year 2007/08	Current Year 2008/09			Medium-Term Revenue and Expenditure Framework		
	Audited Actual A	Approved Budget B	Adjusted Budget C	Full Year Forecast D	Budget Year 2009/10 Budget E	Budget Year +1 2010/11 Budget F	Budget Year +2 2011/12 Budget G
	Other Staff of Entities						
Basic Salaries	53 683 351	63 956 025	1 876 536	60 006 945	67 393 651	74 001 062	86 455 287
Pension Contributions	7 022 027	7 449 087	142 845	6 608 750	8 285 819	9 089 129	10 008 863
Medical Aid Contributions	4 443 027	4 631 214	50 104	4 320 636	5 135 221	5 645 863	6 207 367
Allowances	3 307 236	3 216 038		3 045 268	3 604 648	4 036 137	4 517 902
Overtime	6 426 408	7 908 073		7 844 168	8 698 880	10 068 619	11 625 317
Performance Bonus	3 109 980	4 222 623	179 072	3 943 542	4 744 281	5 199 339	5 721 525
Sub Total - Other Staff of Entities	77 992 029	91 383 060	2 248 557	85 769 309	97 862 500	108 040 149	124 536 261
TOTAL EMPLOYEE COSTS	2 873 398 886	3 677 108 078	3 564 451 377	3 479 712 333	4 174 408 565	4 653 509 112	5 119 454 529

C olumn Definitions:

A. The audited actual for 2007/08 as per the audited financial statements. If audit figures are not available for 2007/08, pre-audit figures must be provided with a note stating these are pre-audit.

B. The original budget approved by council for the 2007/08 budget year.

C. The budget for 2008/09 budget year as adjusted by council resolution in terms of section 28 of the MFMA.

D. An estimate of final actual figures (pre-audit) for the 2008/09 budget year at the point in time of preparing the budget for the 2009/10 budget year. This may differ from C.

E. The amount to be appropriated for the 2008/09 budget year.

F. The indicative projection for 2009/10

G. The indicative projection for 2010/11

H. The indicative projection for 2011/12

Supporting Table 8b - Summary of Personnel Numbers	Preceding Year 2007/08	Current Year 2008/09			Medium Term Revenue and Expenditure Framework		
	Audited Actual No. A	Approved Budget No. B	Adjusted Budget No. C	Full Year Forecast No. D	Budget Year 2009/10 Budget No. E	Budget Year +1 2010/11 Budget No. F	Budget Year +2 2011/12 Budget No. G
	Municipality						
Councillors (Political Office Bearers plus Other)	175	175	17	175	175	175	175
Senior Managers including Municipal Manager (Section 57 of Systems Act)	94	106	106	106	106	106	106
Other Managers	466	483	483	483	483	483	483
Technical / Professional Staff	3 378	3 458	3 458	3 458	3 458	3 458	3 458
Other Staff (clerical, labourers etc)	13 227	13 536	13 536	13 536	13 786	14 036	14 286
Sub Total - Municipality	17 340	17 758	17 758	17 758	18 008	18 258	18 508
Entities							
Board Members	24	26	4	26	26	26	26
Senior Managers including CEO	21	22	4	25	25	25	25
Other Managers	41	41	5	41	41	41	41
Technical / Professional Staff	168	166	4	166	166	166	166
Other Staff (clerical, labourers etc)	799	811	66	809	818	828	838
Sub Total - Entities	1 053	1 066	83	1 067	1 076	1 086	1 096
TOTAL PERSONNEL NUMBERS	18 393	18 824	17 841	18 825	19 084	19 344	19 604

Column Definitions:

A. The audited actual for 2007/08 as per the audited financial statements. If audit figures are not available for 2007/08, pre-audit figures must be provided with a note stating these are pre-audit.

B. The numbers as per the original budget approved by council for the 2007/08 budget year.

C. The budget for 2008/09 budget year as adjusted by council resolution in terms of section 28 of the MFMA.

D. An estimate of final actual figures (pre-audit) for the 2008/09 budget year at the point in time of preparing the budget for the 2009/10 budget year. This may differ from C.

E. The number to be included in the 2008/09 approved budget.

F. The indicative projection for 2009/10

G. The indicative projection for 2010/11

H. The indicative projection for 2011/12

Notes:

1. Full-Time Equivalent (FTE). E.g. One full-time person = 1FTE. A person working half-time (say 4 hours out of 8) = 0.5FTE.

SUPPORTING TABLE 9 CASH FLOW PROJECTION FROM OPERATIONS FOR THE PERIOD 1 JULY 2009 TO 30 JUNE 2010															
	F01 2009/10	July 09	August 09	September 09	October 09	November 09	December 09	January 10	February 10	March 10	April 10	May 10	June 10	F02 2010/11	F03 2011/12
OPERATING INCOME															
Property Rates	2 652 591 263	221 049 271.92	221 049 271.92	221 049 271.92	221 049 271.92	221 049 271.92	221 049 271.92	221 049 271.92	221 049 271.92	221 049 271.92	221 049 271.92	221 049 271.92	221 049 271.92	2 917 850 389.00	3 209 635 428.00
Less Income Foregone	625 674 268	52 139 522.33	52 139 522.33	52 139 522.33	52 139 522.33	52 139 522.33	52 139 522.33	52 139 522.33	52 139 522.33	52 139 522.33	52 139 522.33	52 139 522.33	52 139 522.33	688 241 697.00	757 065 866.00
Net Property Rates	2 026 916 995	168 909 750	168 909 750	168 909 750	168 909 750	168 909 750	168 909 750	168 909 750	168 909 750	168 909 750	168 909 750	168 909 750	168 909 750	2 229 608 692	2 452 569 562
Penalties Imposed	100 345 916	8 362 159.67	8 362 159.67	8 362 159.67	8 362 159.67	8 362 159.67	8 362 159.67	8 362 159.67	8 362 159.67	8 362 159.67	8 362 159.67	8 362 159.67	8 362 159.67	21 106 321.00	23 216 954.00
Total User Charges for Services	8 761 835 673	730 152 973	730 152 973	730 152 973	730 152 973	730 152 973	730 152 973	730 152 973	730 152 973	730 152 973	730 152 973	730 152 973	730 152 973	10 742 293 725	12 736 425 233
Rent of Facilities and Equipment	45 135 304	3 761 275.33	3 761 275.33	3 761 275.33	3 761 275.33	3 761 275.33	3 761 275.33	3 761 275.33	3 761 275.33	3 761 275.33	3 761 275.33	3 761 275.33	3 761 275.33	49 648 835.00	54 613 731.00
Interest Earned - External Investments	179 218 841	14 934 903.42	14 934 903.42	14 934 903.42	14 934 903.42	14 934 903.42	14 934 903.42	14 934 903.42	14 934 903.42	14 934 903.42	14 934 903.42	14 934 903.42	14 934 903.42	179 261 590.00	179 308 724.00
Interest Earned - Outstanding Debtors	400 000 020	33 333 335.00	33 333 335.00	33 333 335.00	33 333 335.00	33 333 335.00	33 333 335.00	33 333 335.00	33 333 335.00	33 333 335.00	33 333 335.00	33 333 335.00	33 333 335.00	440 000 022.00	484 000 024.00
Fines	86 986 620	7 248 885.00	7 248 885.00	7 248 885.00	7 248 885.00	7 248 885.00	7 248 885.00	7 248 885.00	7 248 885.00	7 248 885.00	7 248 885.00	7 248 885.00	7 248 885.00	95 685 283.00	105 253 814.00
Certificates and Permits	29 018 987	2 418 248.92	2 418 248.92	2 418 248.92	2 418 248.92	2 418 248.92	2 418 248.92	2 418 248.92	2 418 248.92	2 418 248.92	2 418 248.92	2 418 248.92	2 418 248.92	31 920 890.00	35 112 979.00
Income from Agency Services	165 158 976	13 763 248.00	13 763 248.00	13 763 248.00	13 763 248.00	13 763 248.00	13 763 248.00	13 763 248.00	13 763 248.00	13 763 248.00	13 763 248.00	13 763 248.00	13 763 248.00	181 674 881.00	199 842 370.00
Operating Grants and Subsidies	2 343 228 440	195 269 036.67	195 269 036.67	195 269 036.67	195 269 036.67	195 269 036.67	195 269 036.67	195 269 036.67	195 269 036.67	195 269 036.67	195 269 036.67	195 269 036.67	195 269 036.67	2 669 940 484.00	2 921 323 532.00
Other Income	72 988 878	6 082 406.50	6 082 406.50	6 082 406.50	6 082 406.50	6 082 406.50	6 082 406.50	6 082 406.50	6 082 406.50	6 082 406.50	6 082 406.50	6 082 406.50	6 082 406.50	80 251 820.00	88 277 014.00
Deferred Income	192 937 500	16 078 125.00	16 078 125.00	16 078 125.00	16 078 125.00	16 078 125.00	16 078 125.00	16 078 125.00	16 078 125.00	16 078 125.00	16 078 125.00	16 078 125.00	16 078 125.00	212 231 250.00	233 454 375.00
Internal charges - income	1 529 316 316	127 443 026.33	127 443 026.33	127 443 026.33	127 443 026.33	127 443 026.33	127 443 026.33	127 443 026.33	127 443 026.33	127 443 026.33	127 443 026.33	127 443 026.33	127 443 026.33	1 665 237 720.00	897 994 393.00
Total Operating Income	15 933 088 466	1 327 757 372	1 327 757 372	1 327 757 372	1 327 757 372	1 327 757 372	1 327 757 372	1 327 757 372	1 327 757 372	1 327 757 372	1 327 757 372	1 327 757 372	1 327 757 372	18 598 861 513	20 411 392 705
OPERATING EXPENDITURE															
Employee-Related Costs - Salaries and Wages	3 320 072 303	276 672 691.92	276 672 691.92	276 672 691.92	276 672 691.92	276 672 691.92	276 672 691.92	276 672 691.92	276 672 691.92	276 672 691.92	276 672 691.92	276 672 691.92	276 672 691.92	3 864 179 798.00	4 200 598 007.00
Employee-Related Costs - Social Contributions	788 285 157	65 690 429.75	65 690 429.75	65 690 429.75	65 690 429.75	65 690 429.75	65 690 429.75	65 690 429.75	65 690 429.75	65 690 429.75	65 690 429.75	65 690 429.75	65 690 429.75	867 113 836.00	953 825 375.00
Employee-Related Costs - Capitalised	(109 300 184)	(9 108 348.67)	(9 108 348.67)	(9 108 348.67)	(9 108 348.67)	(9 108 348.67)	(9 108 348.67)	(9 108 348.67)	(9 108 348.67)	(9 108 348.67)	(9 108 348.67)	(9 108 348.67)	(9 108 348.67)	(109 300 184.00)	(109 300 184.00)
Total Employee-Related Costs	3 999 057 276	333 254 773	333 254 773	333 254 773	333 254 773	333 254 773	333 254 773	333 254 773	333 254 773	333 254 773	333 254 773	333 254 773	333 254 773	4 621 993 450	5 045 123 198
Remuneration of Councillors	66 636 377	5 553 031.42	5 553 031.42	5 553 031.42	5 553 031.42	5 553 031.42	5 553 031.42	5 553 031.42	5 553 031.42	5 553 031.42	5 553 031.42	5 553 031.42	5 553 031.42	65 600 019.00	72 160 021.00
Bad Debts (Provision for Bad Debts)	1 142 999 829	95 249 985.75	95 249 985.75	95 249 985.75	95 249 985.75	95 249 985.75	95 249 985.75	95 249 985.75	95 249 985.75	95 249 985.75	95 249 985.75	95 249 985.75	95 249 985.75	1 334 020 999.00	1 525 468 314.00
Collection Costs	91 466 000	7 622 166.67	7 622 166.67	7 622 166.67	7 622 166.67	7 622 166.67	7 622 166.67	7 622 166.67	7 622 166.67	7 622 166.67	7 622 166.67	7 622 166.67	7 622 166.67	100 612 600.00	110 673 860.00
Depreciation	510 566 620	42 547 218.33	42 547 218.33	42 547 218.33	42 547 218.33	42 547 218.33	42 547 218.33	42 547 218.33	42 547 218.33	42 547 218.33	42 547 218.33	42 547 218.33	42 547 218.33	561 623 282.00	617 785 611.00
Repairs and Maintenance - External cost	1 222 194 828	101 849 569.00	101 849 569.00	101 849 569.00	101 849 569.00	101 849 569.00	101 849 569.00	101 849 569.00	101 849 569.00	101 849 569.00	101 849 569.00	101 849 569.00	101 849 569.00	1 525 426 750.00	1 925 488 435.00
Repairs and Maintenance - Internal charges	614 433 678	51 202 806.50	51 202 806.50	51 202 806.50	51 202 806.50	51 202 806.50	51 202 806.50	51 202 806.50	51 202 806.50	51 202 806.50	51 202 806.50	51 202 806.50	51 202 806.50	676 436 730.00	560 135 835.00
Interest Expense - External Borrowings (Existing)	274 795 300	22 899 608.33	22 899 608.33	22 899 608.33	22 899 608.33	22 899 608.33	22 899 608.33	22 899 608.33	22 899 608.33	22 899 608.33	22 899 608.33	22 899 608.33	22 899 608.33	302 274 830.00	332 502 313.00
Total Interest	274 795 300	22 899 608	22 899 608	22 899 608	22 899 608	22 899 608	22 899 608	22 899 608	22 899 608	22 899 608	22 899 608	22 899 608	22 899 608	302 274 830	332 502 313
Bulk Purchases	5 345 503 871	445 458 655.92	445 458 655.92	445 458 655.92	445 458 655.92	445 458 655.92	445 458 655.92	445 458 655.92	445 458 655.92	445 458 655.92	445 458 655.92	445 458 655.92	445 458 655.92	6 646 732 261.00	7 915 557 319.00
Contracted Services	600 500 816	50 041 734.67	50 041 734.67	50 041 734.67	50 041 734.67	50 041 734.67	50 041 734.67	50 041 734.67	50 041 734.67	50 041 734.67	50 041 734.67	50 041 734.67	50 041 734.67	660 518 880.00	739 781 145.00
Grants and Subsidies Paid	61 505 000	5 125 416.67	5 125 416.67	5 125 416.67	5 125 416.67	5 125 416.67	5 125 416.67	5 125 416.67	5 125 416.67	5 125 416.67	5 125 416.67	5 125 416.67	5 125 416.67	67 655 500.00	74 421 050.00
General Expenses - Other	1 088 532 877.00	90 711 073.08	90 711 073.08	90 711 073.08	90 711 073.08	90 711 073.08	90 711 073.08	90 711 073.08	90 711 073.08	90 711 073.08	90 711 073.08	90 711 073.08	90 711 073.08	1 025 316 448.00	1 104 473 909.00

SUPPORTING TABLE 9 CASH FLOW PROJECTION FROM OPERATIONS FOR THE PERIOD 1 JULY 2009 TO 30 JUNE 2010															
	F01 2009/10	July 09	August 09	September 09	October 09	November 09	December 09	January 10	February 10	March 10	April 10	May 10	June 10	F02 2010/11	F03 2011/12
Internal charges - expenditure	914 882 633.00	76 240 219.42	76 240 219.42	76 240 219.42	76 240 219.42	76 240 219.42	76 240 219.42	76 240 219.42	76 240 219.42	76 240 219.42	76 240 219.42	76 240 219.42	76 240 219.42	988 801 012.00	337 858 558.00
Total Operating Expenditure	15 933 075 105	1 327 756 259	1 327 756 259	1 327 756 259	1 327 756 259	1 327 756 259	1 327 756 259	1 327 756 259	1 327 756 259	1 327 756 259	1 327 756 259	1 327 756 259	1 327 756 259	18 577 012 761	20 361 429 568
OPERATING SURPLUS / (DEFICIT) - See Income Statement	13 361	1 113	1 113	1 113	1 113	1 113	1 113	1 113	1 113	1 113	1 113	1 113	1 113	21 848 752	49 963 137
OTHER MOVEMENTS IN SURPLUS / (DEFICIT) - See SOCNA	20 827 769	1 735 647	1 735 647	1 735 647	1 735 647	1 735 647	1 735 647	1 735 647	1 735 647	1 735 647	1 735 647	1 735 647	1 735 647		
TOTAL MOVEMENT IN SURPLUS FOR THE YEAR - See SOCNA	20 841 130	1 736 761	1 736 761	1 736 761	1 736 761	1 736 761	1 736 761	1 736 761	1 736 761	1 736 761	1 736 761	1 736 761	1 736 761	21 848 752	49 963 137
CAPITAL EXPENDITURE															
Funded from Internal Sources	1 068 262 694	59 227 703	98 626 781	134 998 355	76 140 676	92 712 093	113 356 930	52 354 089	81 274 985	127 136 948	59 740 528	73 170 952	114 852 323	377 939 400	489 019 900
Funded from External Loans	800 000 000	42 889 027	71 419 393	97 757 430	55 136 351	67 136 344	82 086 053	37 911 581	58 854 300	92 064 686	43 260 382	52 985 861	83 168 923	800 000 000	800 000 000
Funded from External Grants	514 423 000	10 447 291	29 791 717	51 457 410	41 927 387	45 679 367	37 849 350	24 610 597	64 859 131	71 686 870	50 675 985	42 073 765	43 364 130	650 504 000	599 773 000
TOTAL CAPITAL EXPENDITURE FOR THE YEAR	2 382 685 694	112 564 021	199 837 891	284 213 195	173 204 414	205 527 804	233 292 333	114 876 267	204 988 416	290 888 504	153 676 895	168 230 578	241 385 376	1 828 443 400	1 888 792 900
CASH POSITION															
Operating Surplus	13 361	1 113	1 113	1 113	1 113	1 113	1 113	1 113	1 113	1 113	1 113	1 113	1 113	21 848 752	49 963 137
Adjustments to Operating Surplus for Non-Cash items	1 040 859 137	86 738 261	86 738 261	86 738 261	86 738 261	86 738 261	86 738 261	86 738 261	86 738 261	86 738 261	86 738 261	86 738 261	86 738 261	1 229 924 285	1 237 492 873
Cash Flows from Operating Activities	1 040 872 498	86 739 375	86 739 375	86 739 375	86 739 375	86 739 375	86 739 375	86 739 375	86 739 375	86 739 375	86 739 375	86 739 375	86 739 375	1 251 773 037	1 287 456 010
Cash Flows from Investing Activities	(2 365 255 060)	(197 104 588)	(197 104 588)	(197 104 588)	(197 104 588)	(197 104 588)	(197 104 588)	(197 104 588)	(197 104 588)	(197 104 588)	(197 104 588)	(197 104 588)	(197 104 588)	(1 600 565 363)	(1 893 601 786)
Cash Flows from Financing Activities	604 227 148	50 352 262	50 352 262	50 352 262	50 352 262	50 352 262	50 352 262	50 352 262	50 352 262	50 352 262	50 352 262	50 352 262	50 352 262	341 114 700	544 777 723
TOTAL CASH GENERATED - See Cash Flow Statement	(720 155 414)	(60 012 951)	(60 012 951)	(60 012 951)	(60 012 951)	(60 012 951)	(60 012 951)	(60 012 951)	(60 012 951)	(60 012 951)	(60 012 951)	(60 012 951)	(60 012 951)	(7 677 626)	(61 368 052)
TOTAL CASH POSITION (Cash and Investments)															
Opening Cash as at 1 July (excluding investments)	2 320 695 058.56	2 320 695 058.56	2 260 682 107.38	2 200 669 156.19	2 140 656 205.00	2 080 643 253.81	2 020 630 302.62	1 960 617 351.44	1 900 604 400.25	1 840 591 449.06	1 780 578 497.87	1 720 565 546.68	1 660 552 595.50	1 692 046 516.31	1 684 368 890.51
Movement during year (as per above)	(720 155 414)	(60 012 951)	(60 012 951)	(60 012 951)	(60 012 951)	(60 012 951)	(60 012 951)	(60 012 951)	(60 012 951)	(60 012 951)	(60 012 951)	(60 012 951)	(60 012 951)	(7 677 626)	(61 368 052)
Closing Cash as at 30 June	1 600 539 644	2 260 682 107	2 200 669 156	2 140 656 205	2 080 643 254	2 020 630 303	1 960 617 351	1 900 604 400	1 840 591 449	1 780 578 498	1 720 565 547	1 660 552 595	1 600 539 644	1 684 368 891	1 623 000 838

DCM - Corporate						
Cluster: Institutional		GDS: Governance			Strategic Priority: Good Governance	
Objective: To report on Gender Capacity Building						
Performance Indicator: Gender focal point training, Woman leadership training and development, youth and children training and development						
UOM		Q1	Q2	Q3	Q4	TARGET
Quarterly reports to portfolios		1	1	1	1	1
Cluster: Institutional		GDS: Governance			Strategic Priority: Good Governance	
Objective: To report Gender Education programmes and Awareness campaigns						
Performance Indicator: Public Education and Awareness programmes, prevention programmes, and projects, HIV/Aids programmes and campaigns						
UOM		Q1	Q2	Q3	Q4	TARGET
Quarterly reports to portfolios		1	1	1	1	1
Cluster: Institutional		GDS: Governance			Strategic Priority: Good Governance	
Objective: To report on Gender Mainstreaming						
Performance Indicator: Gender sensitive intervention programmes and projects (Male or Female)						
UOM		Q1	Q2	Q3	Q4	TARGET
Quarterly reports to portfolios		1	1	1	1	1
DCM - Operations						
Cluster: Institutional		GDS: Governance			Strategic Priority: Good Governance	
Objective: To report on Gender Capacity Building						
Performance Indicator: Gender focal point training, Woman leadership training and development, youth and children training and development						
UOM		Q1	Q2	Q3	Q4	TARGET
Quarterly reports to portfolios		1	1	1	1	1
Cluster: Institutional		GDS: Governance			Strategic Priority: Good Governance	
Objective: To report on Gender Education programmes and Awareness campaigns						
Performance Indicator: Public Education and Awareness programmes, prevention programmes, and projects, HIV/Aids programmes and campaigns						
UOM		Q1	Q2	Q3	Q4	TARGET
Quarterly reports to portfolios		1	1	1	1	1
Cluster: Institutional		GDS: Governance			Strategic Priority: Good Governance	
Objective: To report on Gender Mainstreaming						
Performance Indicator: Gender sensitive intervention programmes and projects (Male or Female)						
UOM		Q1	Q2	Q3	Q4	TARGET
Quarterly reports to portfolios		1	1	1	1	1

DCM - Strategic						
Cluster: Institutional		GDS: Governance			Strategic Priority: Good Governance	
Objective: To report on Gender Capacity Building						
Performance Indicator: Gender focal point training, Woman leadership training and development, youth and children training and development						
UOM		Q1	Q2	Q3	Q4	TARGET
Quarterly reports to portfolios		1	1	1	1	1
Cluster: Institutional		GDS: Governance			Strategic Priority: Good Governance	
Objective: To report on Gender Education programmes and Awareness campaigns						
Performance Indicator: Public Education and Awareness programmes, prevention programmes, and projects, HIV/Aids programmes and campaigns						
UOM		Q1	Q2	Q3	Q4	TARGET
Quarterly reports to portfolios		1	1	1	1	1
Cluster: Institutional		GDS: Governance			Strategic Priority: Good Governance	
Objective: To report on Gender Mainstreaming						
Performance Indicator: Gender sensitive intervention programmes and projects (Male or Female)						
UOM		Q1	Q2	Q3	Q4	TARGET
Quarterly reports to portfolios		1	1	1	1	1
Market						
Cluster: Institutional		GDS: Governance			Strategic Priority: Good Governance	
Objective: To report on Gender Capacity Building						
Performance Indicator: Gender focal point training, Woman leadership training and development, youth and children training and development						
UOM		Q1	Q2	Q3	Q4	TARGET
Quarterly reports to portfolios		1	1	1	1	1
Cluster: Institutional		GDS: Governance			Strategic Priority: Good Governance	
Objective: To report on Gender Education programmes and Awareness campaigns						
Performance Indicator: Public Education and Awareness programmes, prevention programmes, and projects, HIV/Aids programmes and campaigns						
UOM		Q1	Q2	Q3	Q4	TARGET
Quarterly reports to portfolios		1	1	1	1	1
Cluster: Institutional		GDS: Governance			Strategic Priority: Good Governance	
Objective: To report on Gender Mainstreaming						
Performance Indicator: Gender sensitive intervention programmes and projects (Male or Female)						
UOM		Q1	Q2	Q3	Q4	TARGET
Quarterly reports to portfolios		1	1	1	1	1

Organisational Performance						
Cluster: Institutional		GDS: Governance			Strategic Priority: Good Governance	
Objective: To report on Gender Capacity Building						
Performance Indicator: Gender focal point training, Woman leadership training and development, youth and children training and development						
UOM		Q1	Q2	Q3	Q4	TARGET
Quarterly reports to portfolios		1	1	1	1	1
Cluster: Institutional		GDS: Governance			Strategic Priority: Good Governance	
Objective: To report on Gender Education programmes and Awareness campaigns						
Performance Indicator: Public Education and Awareness programmes, prevention programmes, and projects, HIV/Aids programmes and campaigns						
UOM		Q1	Q2	Q3	Q4	TARGET
Quarterly reports to portfolios		1	1	1	1	1
Cluster: Institutional		GDS: Governance			Strategic Priority: Good Governance	
Objective: To report on Gender Mainstreaming						
Performance Indicator: Gender sensitive intervention programmes and projects (Male or Female)						
UOM		Q1	Q2	Q3	Q4	TARGET
Quarterly reports to portfolios		1	1	1	1	1
Political Office						
Cluster: Institutional		GDS: Governance			Strategic Priority: Good Governance	
Objective: To report on Gender Capacity Building						
Performance Indicator: Gender focal point training, Woman leadership training and development, youth and children training and development						
UOM		Q1	Q2	Q3	Q4	TARGET
Quarterly reports to portfolios		1	1	1	1	1
Cluster: Institutional		GDS: Governance			Strategic Priority: Good Governance	
Objective: To report on Gender Education programmes and Awareness campaigns						
Performance Indicator: Public Education and Awareness programmes, prevention programmes, and projects, HIV/Aids programmes and campaigns						
UOM		Q1	Q2	Q3	Q4	TARGET
Quarterly reports to portfolios		1	1	1	1	1
Cluster: Institutional		GDS: Governance			Strategic Priority: Good Governance	
Objective: To report on Gender Mainstreaming						
Performance Indicator: Gender sensitive interventions programmes and projects (Male or Female)						
UOM		Q1	Q2	Q3	Q4	TARGET
Quarterly reports to portfolios		1	1	1	1	1

Risk Management						
Cluster: Institutional		GDS: Governance			Strategic Priority: Good Governance	
Objective: To report on Gender Capacity Building						
Performance Indicator: Gender focal point training, Woman leadership training and development, youth and children training and development						
	UOM	Q1	Q2	Q3	Q4	TARGET
	Quarterly reports to portfolios	1	1	1	1	1
Cluster: Institutional		GDS: Governance			Strategic Priority: Good Governance	
Objective: To report on Gender Education programmes and Awareness campaigns						
Performance Indicator: Public Education and Awareness programmes, prevention programmes, and projects, HIV/Aids programmes and campaigns						
	UOM	Q1	Q2	Q3	Q4	TARGET
	Quarterly reports to portfolios	1	1	1	1	1
Cluster: Institutional		GDS: Governance			Strategic Priority: Good Governance	
Objective: To report on Gender Mainstreaming						
Performance Indicator: Gender sensitive intervention programmes and projects (Male or Female)						
	UOM	Q1	Q2	Q3	Q4	TARGET
	Quarterly reports to portfolios	1	1	1	1	1
City Manager						
Cluster: Institutional		GDS: Municipal Transformation and Organisational Performance			Strategic Priority: Good Governance	
Objective: To collate corporate-wide monitoring, evaluation and learning tools.						
Performance Indicator: Implementation of an Organisational Performance Reporting Tool						
	UOM	Q1	Q2	Q3	Q4	TARGET
	Annual Performance Report 07-08 (July 08)	1	1	1	1	1
	UOM	Q1	Q2	Q3	Q4	TARGET
	Mid-Year Performance Report 08-09 (Jan 09)	0	0	1	1	1
	UOM	Q1	Q2	Q3	Q4	TARGET
	Quarterly Review of SDBIP	1	2	3	4	4
Performance Indicator: Interventions to transform the institution						
	UOM	Q1	Q2	Q3	Q4	TARGET
	No of learners on management and other special certificate courses	320	320	320	320	320

Cluster: Institutional		GDS: Municipal Transformation and Organisational Performance			Strategic Priority: Good Governance	
Objective: To devise catalytic improvements to service delivery to bring about improvements in service delivery and to reach poor households.						
Performance Indicator: Improvement to service delivery through scarce skills interventions						
	UOM	Q1	Q2	Q3	Q4	TARGET
	No of appointments linked to scarce and rare skills	5	10	15	20	20
	UOM	Q1	Q2	Q3	Q4	TARGET
	No of interventions across the municipality	3	3	6	6	6
	UOM	Q1	Q2	Q3	Q4	TARGET
	No of households linked to EPWP and Capital Projects implemented	500	1000	1500	2000	2000
Cluster: Institutional		GDS: Governance			Strategic Priority: Good Governance	
Objective: To report on Gender Capacity Building						
Performance Indicator: Gender focal point training, Woman leadership training and development, youth and children training and development						
	UOM	Q1	Q2	Q3	Q4	TARGET
	Quarterly reports to portfolios	1	1	1	1	1
Cluster: Institutional		GDS: Governance			Strategic Priority: Good Governance	
Objective: To report on Gender Education programmes and Awareness campaigns						
Performance Indicator: Public Education and Awareness programmes, prevention programmes, and projects, HIV/Aids programmes and campaigns						
	UOM	Q1	Q2	Q3	Q4	TARGET
	Quarterly reports to portfolios	1	1	1	1	1
Cluster: Institutional		GDS: Governance			Strategic Priority: Good Governance	
Objective: To report on Gender Mainstreaming						
Performance Indicator: Gender sensitive intervention programmes and projects (Male or Female)						
	UOM	Q1	Q2	Q3	Q4	TARGET
	Quarterly reports to portfolios	1	1	1	1	1
Finance						
Cluster: Institutional		GDS: Governance			Strategic Priority: Good Governance	
Objective: To achieve a satisfactory collection level for taxes and levies each year						
Performance Indicator: The collection of all taxes and levies from citizens and business within the billing year						
	UOM	Q1	Q2	Q3	Q4	TARGET
	Percentage of taxes and levies collected	95	95	95	95	95

Cluster: Institutional		GDS: Governance			Strategic Priority: Good Governance	
Objective: To compile a GAMAP 17 compliant Asset Register						
Performance Indicator: Audit opinion by auditor-general on the asset register for the financial year						
	UOM	Q1	Q2	Q3	Q4	TARGET
	Qualified audit report	0	0	0	1	1
Cluster: Institutional		GDS: Governance			Strategic Priority: Good Governance	
Objective: To compile a Multi-Year Capital and Operating Budget						
Performance Indicator: Submission of budget for 2010/11 - 2012/13 for approval by end May 2010						
	UOM	Q1	Q2	Q3	Q4	TARGET
	Budget submitted to Council by end of May 2010	0	0	1	1	1
Performance Indicator: Tabling of budget for 20010/11 - 2012/12 by end March 2010						
	UOM	Q1	Q2	Q3	Q4	TARGET
	Budget tabled by 31 March 2010	0	1	1	1	1
Cluster: Institutional		GDS: Governance			Strategic Priority: Good Governance	
Objective: To maintain a high credit rating						
Performance Indicator: Credit rating to remain AA						
	UOM	Q1	Q2	Q3	Q4	TARGET
	Credit rating report - rating of AA	0	0	1	1	1
Cluster: Institutional		GDS: Governance			Strategic Priority: Good Governance	
Objective: To prepare GRAP compliant financial statements for each year in compliance with the MFMA and other relevant legislation						
Performance Indicator: A complete set of Financial Statements for the previous year to be submitted annually to the auditor-general by 31 August						
	UOM	Q1	Q2	Q3	Q4	TARGET
	Set of financial statements submitted	1	1	1	1	1
Performance Indicator: Audit opinion by auditor-general on the financial statements for the financial year						
	UOM	Q1	Q2	Q3	Q4	TARGET
	Unqualified report by Auditor-General	0	1	1	1	1
Performance Indicator: Set of consolidated Financial Statements submitted by the 30 September annually						
	UOM	Q1	Q2	Q3	Q4	TARGET
	Set of financial statements submitted	1	1	1	1	1

Cluster: Institutional		GDS: Governance			Strategic Priority: Good Governance	
Objective: To report on Gender Capacity Building						
Performance Indicator: Gender focal point training, Woman leadership training and development, youth and children training and development						
	UOM	Q1	Q2	Q3	Q4	TARGET
	Quarterly reports to portfolios	1	1	1	1	1
Cluster: Institutional		GDS: Governance			Strategic Priority: Good Governance	
Objective: To report on Gender Education programmes and Awareness campaigns						
Performance Indicator: Public Education and Awareness programmes, prevention programmes, and projects, HIV/Aids programmes and campaigns						
	UOM	Q1	Q2	Q3	Q4	TARGET
	Quarterly reports to portfolios	1	1	1	1	1
Cluster: Institutional		GDS: Governance			Strategic Priority: Good Governance	
Objective: To report on Gender Mainstreaming						
Performance Indicator: Gender sensitive intervention programmes and projects (Male or Female)						
	UOM	Q1	Q2	Q3	Q4	TARGET
	Quarterly reports to portfolios	1	1	1	1	1
Cluster: Institutional		GDS: Governance			Strategic Priority: Good Governance	
Objective: To settle liabilities timeously						
Performance Indicator: The payment of creditors within specified time frames						
	UOM	Q1	Q2	Q3	Q4	TARGET
	Number of days within which Council Creditors are paid	30	30	30	30	30
Internal Audit						
Cluster: Institutional		GDS: Governance			Strategic Priority: Good Governance	
Objective: Deliver audits that meet professional quality requirements						
Performance Indicator: Quality of auditing as stipulated in the audit standards						
	UOM	Q1	Q2	Q3	Q4	TARGET
	Institute of Internal auditors quality control or internal quality-control report achieving 70% - 80% compliance with the set evaluation criteria.	0	0	0	1	1

Cluster: Institutional		GDS: Governance			Strategic Priority: Good Governance	
Objective: Finalise audit reports as stipulated on the approved three-year strategic audit plan						
Performance Indicator: Audit reports produced in accordance with the approved audit plan						
	UOM	Q1	Q2	Q3	Q4	TARGET
	Number of Audit Reports finalised up to 80% of all audit deadlines	5	15	35	45	45
Cluster: Institutional		GDS: Governance			Strategic Priority: Good Governance	
Objective: Research, development and implementation of acceptable innovative business solutions						
Performance Indicator: % completion of innovation projects based on prioritisation set down						
	UOM	Q1	Q2	Q3	Q4	TARGET
	100% completion of approved innovation projects by end June 2009	0	0	1	2	2
Cluster: Institutional		GDS: Governance			Strategic Priority: Good Governance	
Objective: To annually update the purpose authority and responsibility of internal audit activities that are consistent with the standards						
Performance Indicator: Approval of the internal audit charter by the audit committee and Council						
	UOM	Q1	Q2	Q3	Q4	TARGET
	Yearly approval of internal audit charter by the audit committee and Council	0	0	0	1	1
Cluster: Institutional		GDS: Governance			Strategic Priority: Good Governance	
Objective: To establish the risk based audit plan to determine the priorities of the internal audit activities consistent with the organization's goals						
Performance Indicator: Approval of the three year strategic audit plan by the audit committee						
	UOM	Q1	Q2	Q3	Q4	TARGET
	Approval of audit plan one month before financial year end	0	0	0	1	1
Cluster: Institutional		GDS: Governance			Strategic Priority: Good Governance	
Objective: To report on Gender Capacity Building						
Performance Indicator: Gender focal point training, Woman leadership training and development, youth and children training and development						
	UOM	Q1	Q2	Q3	Q4	TARGET
	Quarterly reports to portfolios	1	1	1	1	1
Cluster: Institutional		GDS: Governance			Strategic Priority: Good Governance	
Objective: To report on Gender Education programmes and Awareness campaigns						
Performance Indicator: Public Education and Awareness programmes, prevention programmes, and projects, HIV/Aids programmes and campaigns						
	UOM	Q1	Q2	Q3	Q4	TARGET
	Quarterly reports to portfolios	1	1	1	1	1

Cluster: Institutional		GDS: Governance			Strategic Priority: Good Governance	
Objective: To report on Gender Mainstreaming						
Performance Indicator: Gender sensitive interventions programmes and projects (Male or Female)						
	UOM	Q1	Q2	Q3	Q4	TARGET
	Quarterly reports to portfolios	1	1	1	1	1
ICT						
Cluster: Infrastructure		GDS: ICT Infrastructure			Strategic Priority: Good Governance	
Objective: Consolidation of databases to provide a single view of customer/citizens						
Performance Indicator: Consolidation of Oracle Database						
	UOM	Q1	Q2	Q3	Q4	TARGET
	No. of databases consolidated (Venus View on Oracle East and South)	0	0	0	2	2
Cluster: Infrastructure		GDS: ICT Infrastructure			Strategic Priority: Good Governance	
Objective: Enhance and leverage broadband infrastructure						
Performance Indicator: Number of citizens connected to broadband infrastructure						
	UOM	Q1	Q2	Q3	Q4	TARGET
	Number of citizens connected to broadband infrastructure and internal user (residential and commercial)	100	200	300	400	400
Performance Indicator: Number of next generation core sites commissioned						
	UOM	Q1	Q2	Q3	Q4	TARGET
	Number of next generation core sites commissioned	2	6	6	6	6
Cluster: Infrastructure		GDS: ICT Infrastructure			Strategic Priority: Good Governance	
Objective: Ensure credible data						
Performance Indicator: Replacement of non-legislative systems						
	UOM	Q1	Q2	Q3	Q4	TARGET
	Non-legislative systems (ECM, Access Control, Bus Proc Eng and Health Records)	0	1	1	2	2
Cluster: Institutional		GDS: Governance			Strategic Priority: Good Governance	
Objective: To report on Gender Capacity Building						
Performance Indicator: Gender focal point training, Woman leadership training and development, youth and children training and development						
	UOM	Q1	Q2	Q3	Q4	TARGET
	No of students Trained in ICT programmes	0	0	0	50	50

Cluster: Institutional		GDS: Governance			Strategic Priority: Good Governance	
Objective: To report on Gender Education programmes and Awareness campaigns						
Performance Indicator: Public Education and Awareness programmes, prevention programmes, and projects, HIV/Aids programmes and campaigns						
	UOM	Q1	Q2	Q3	Q4	TARGET
	No of HIV and AIDS Awareness programmes conducted.	1	1	1	1	1
Cluster: Institutional		GDS: Governance			Strategic Priority: Good Governance	
Objective: To report on Gender Mainstreaming						
Performance Indicator: Gender sensitive intervention programmes and projects (Male or Female)						
	UOM	Q1	Q2	Q3	Q4	TARGET
	No of programmes commissioned (Take a child to work)	0	0	1	1	1
Human Resource Development						
Cluster: Institutional		GDS: Governance			Strategic Priority: Good Governance	
Objective: Align EMM Structure to the EMM Strategy						
Performance Indicator: To roll out the institutional review process						
	UOM	Q1	Q2	Q3	Q4	TARGET
	Phase 4: Development and approval of Phase 4 of the institutional review process	0	0	0	1	1
Cluster: Economic		GDS: Governance			Strategic Priority: Good Governance	
Objective: Create and maintain a safe and healthy environment						
Performance Indicator: Baseline medical surveillance test and risk measurements						
	UOM	Q1	Q2	Q3	Q4	TARGET
	Conduct medical surveillance working at elevated position (height)	125	250	375	500	500
Cluster: Economic		GDS: Governance			Strategic Priority: Good Governance	
Objective: Cultivate a culture of valuing diversity						
Performance Indicator: Create and implement diversity management plan						
	UOM	Q1	Q2	Q3	Q4	TARGET
	Implementation of diversity management plan	0	0	0	1	1

Cluster: Economic		GDS: Skills Development			Strategic Priority: Good Governance	
Objective: Develop and implement an effective community development programme						
Performance Indicator: Implement a bursary strategy						
	UOM	Q1	Q2	Q3	Q4	TARGET
	Award 50 bursaries	0	0	50	50	50
Cluster: Institutional		GDS: Governance			Strategic Priority: Good Governance	
Objective: Development of supervisory and managerial industrial relations working knowledge						
Performance Indicator: Develop basis for industrial relations skills for managers and supervisors						
	UOM	Q1	Q2	Q3	Q4	TARGET
	Monitor progress on the development of managers and supervisors	5	10	15	20	20
Cluster: Economic		GDS: Governance			Strategic Priority: Good Governance	
Objective: Establish Regional Wellness centres						
Performance Indicator: Wellness Centre Operational						
	UOM	Q1	Q2	Q3	Q4	TARGET
	Awareness campaign on existing centres	2	4	5	5	5
Cluster: Economic		GDS: Governance			Strategic Priority: Good Governance	
Objective: Implementation and continuous improvement of Human Resources Information system						
Performance Indicator: Fully tested and operational Human Resources System Core Module						
	UOM	Q1	Q2	Q3	Q4	TARGET
	Implementation of internal / external bursary module and the compensation of injury deceased module	0	0	0	1	1
Cluster: Economic		GDS: Governance			Strategic Priority: Good Governance	
Objective: Operationalise the compliance requirements of Employment Equity Act						
Performance Indicator: Development of the EE Plan and consultation with relevant stakeholders						
	UOM	Q1	Q2	Q3	Q4	TARGET
	Development of EE plan	0	0	0	1	1
Cluster: Economic		GDS: Governance			Strategic Priority: Good Governance	
Objective: Research, develop and implement appropriate Human Capital Management policies						
Performance Indicator: Implement a professional, integrated recruitment and selection process						
	UOM	Q1	Q2	Q3	Q4	TARGET
	Development and approval of retention strategy	0	0	0	1	1

Cluster: Economic			GDS: Skills Development			Strategic Priority: Good Governance	
Objective: Skills development legislation complied with and leveraged							
Performance Indicator: Establish and Ekurhuleni Learning Academy to encompass and coordinate all HRD structures and activities							
UOM			Q1	Q2	Q3	Q4	TARGET
Mobilise the allocation of the necessary resources to establish the academy			0	0	0	1	1
Cluster: Economic			GDS: Governance			Strategic Priority: Good Governance	
Objective: To enhance productivity within EMM							
Performance Indicator: Conduct productivity awareness programme							
UOM			Q1	Q2	Q3	Q4	TARGET
Productivity awareness programme implemented			70	189	337	337	337
Legal and Administrative Services							
Cluster: Institutional			GDS: Governance			Strategic Priority: Good Governance	
Objective: Effective administration of property applications							
Performance Indicator: Number of applications processed							
UOM			Q1	Q2	Q3	Q4	TARGET
Number of applications received versus number processed			100	200	300	400	400
Cluster: Institutional			GDS: Governance			Strategic Priority: Good Governance	
Objective: Expeditious resolution of all legal cases							
Performance Indicator: Resolving of all legal cases							
UOM			Q1	Q2	Q3	Q4	TARGET
Number of cases resolved versus number of cases in progress			100	200	300	400	400
Cluster: Institutional			GDS: Governance			Strategic Priority: Good Governance	
Objective: Expeditious resolution of petitions received							
Performance Indicator: Petitions dealt with in terms of approved time frames							
UOM			Q1	Q2	Q3	Q4	TARGET
Number of petitions resolved versus number received			100	200	300	400	400

Cluster: Institutional		GDS: Governance			Strategic Priority: Good Governance	
Objective: Keeping of registers on by-laws, tariffs, delegated powers and policies in accordance with set standards						
Performance Indicator: Registers compiled and updated within set standards (time frames and legal requirements)						
UOM		Q1	Q2	Q3	Q4	TARGET
Compliance with set standard updating of registers		100	200	300	400	400
Cluster: Institutional		GDS: Governance			Strategic Priority: Good Governance	
Objective: Rendering of successful committee and secretariat services						
Performance Indicator: Draft minutes of all meetings of approved council committees circulated						
UOM		Q1	Q2	Q3	Q4	TARGET
Compliance and circulation of draft minutes within 48 hours		61	124	205	290	290
Performance Indicator: Scheduled meetings of approved Council Committees taking place						
UOM		Q1	Q2	Q3	Q4	TARGET
Compilation of agendas and provision of logistics for all approved council committees meetings		64	129	213	301	301
Cluster: Economic		GDS: Governance			Strategic Priority: Good Governance	
Objective: To allow for sufficient time for preparation of scheduled council meetings						
Performance Indicator: Agendas delivered five days prior to scheduled meetings						
UOM		Q1	Q2	Q3	Q4	TARGET
Compliance with approved cut-off dates in respect of compilation and dispatching of agendas		100	200	300	400	400
Cluster: Institutional		GDS: Governance			Strategic Priority: Good Governance	
Objective: To provide effective and efficient legal comments and advice						
Performance Indicator: Provision of legal comments on items, to Council committees						
UOM		Q1	Q2	Q3	Q4	TARGET
Provision of legal comments on items to council committees within 10 workings days		100	200	300	400	400
Cluster: Institutional		GDS: Clear City Identity			Strategic Priority: Good Governance	
Objective: To render and maintain an effective document registration system						
Performance Indicator: Documents received and dispatched in terms of approved file plan						
UOM		Q1	Q2	Q3	Q4	TARGET
Number of documents received versus number marked out and / or filed		100	200	300	400	400

Cluster: Institutional		GDS: Governance			Strategic Priority: Good Governance	
Objective: To report on Gender Capacity Building						
Performance Indicator: Gender focal point training, Woman leadership training and development, youth and children training and development						
	UOM	Q1	Q2	Q3	Q4	TARGET
	Quarterly reports to portfolios	1	2	3	4	4
Cluster: Institutional		GDS: Governance			Strategic Priority: Good Governance	
Objective: To report on Gender Education programmes and Awareness campaigns						
Performance Indicator: Public Education and Awareness programmes, prevention programmes, and projects, HIV/Aids programmes and campaigns						
	UOM	Q1	Q2	Q3	Q4	TARGET
	Quarterly reports to portfolios	1	2	3	4	4
Cluster: Institutional		GDS: Governance			Strategic Priority: Good Governance	
Objective: To report on Gender Mainstreaming						
Performance Indicator: Gender sensitive interventions programmes and projects (Male or Female)						
	UOM	Q1	Q2	Q3	Q4	TARGET
	Quarterly reports to portfolios	1	2	3	4	4
IDP						
Cluster: Institutional		GDS: Governance			Strategic Priority: Good Governance	
Objective: To finalise the review of the IDP for submission to the Council and the MEC for Local Government						
Performance Indicator: Consider comments received and finalise IDP for submission to Council						
	UOM	Q1	Q2	Q3	Q4	TARGET
	Final IDP prepared and submitted to Council	0	0	0	1	1
Performance Indicator: Draft IDP Review Document to be tabled to Council by March 2010						
	UOM	Q1	Q2	Q3	Q4	TARGET
	Draft IDP tabled to Council	0	0	1	1	1
Performance Indicator: Prepare Public Participation Schedule for consultation on Draft IDP						
	UOM	Q1	Q2	Q3	Q4	TARGET
	Schedule of Public Participation meetings	0	0	1	1	1
Performance Indicator: Publish the Draft IDP for comments						
	UOM	Q1	Q2	Q3	Q4	TARGET
	Draft IDP Published for comments	0	1	1	1	1

	Performance Indicator: Submit Final approved IDP to MEC for Local Government					
	UOM	Q1	Q2	Q3	Q4	TARGET
	Final Approved IDP submitted to MEC for Local Government	0	0	0	1	1
	Performance Indicator: To finalise the review of the IDP by June 2010					
	UOM	Q1	Q2	Q3	Q4	TARGET
	Finalised IDP review submitted to Council and MEC for Local Government	0	0	0	1	1
Cluster: Institutional		GDS: Governance			Strategic Priority: Good Governance	
Objective: To report on Gender Capacity Building						
	Performance Indicator: Gender focal point training, Woman leadership training and development, youth and children training and development					
	UOM	Q1	Q2	Q3	Q4	TARGET
	Quarterly reports to portfolios	1	1	1	1	1
Cluster: Institutional		GDS: Governance			Strategic Priority: Good Governance	
Objective: To report on Gender Education programmes and Awareness campaigns						
	Performance Indicator: Public Education and Awareness programmes, prevention programmes, and projects, HIV/Aids programmes and campaigns					
	UOM	Q1	Q2	Q3	Q4	TARGET
	Quarterly reports to portfolios	1	1	1	1	1
Cluster: Institutional		GDS: Governance			Strategic Priority: Good Governance	
Objective: To report on Gender Mainstreaming						
	Performance Indicator: Gender sensitive interventions programmes and projects (Male or Female)					
	UOM	Q1	Q2	Q3	Q4	TARGET
	Quarterly reports to portfolios	1	1	1	1	1
Research						
Cluster: Institutional		GDS: Municipal Transformation and Organisational Performance			Strategic Priority: Good Governance	
Objective: To regularly ascertain the overall levels of customer satisfaction and service delivery levels based on defined targets						
	Performance Indicator: Customer satisfaction surveys to measure impact on service delivery					
	UOM	Q1	Q2	Q3	Q4	TARGET
	no of surveys	1	3	5	7	7
Cluster: Institutional		GDS: Governance			Strategic Priority: Good Governance	
Objective: To report on Gender Capacity Building						
	Performance Indicator: Gender focal point training, Woman leadership training and development, youth and children training and development					
	UOM	Q1	Q2	Q3	Q4	TARGET
	Quarterly reports to portfolios	1	1	1	1	1

Cluster: Institutional		GDS: Governance			Strategic Priority: Good Governance	
Objective: To report on Gender Education programmes and Awareness campaigns						
Performance Indicator: Public Education and Awareness programmes, prevention programmes, and projects, HIV/Aids programmes and campaigns						
UOM		Q1	Q2	Q3	Q4	TARGET
Quarterly reports to portfolios		1	1	1	1	1
Cluster: Institutional		GDS: Governance			Strategic Priority: Good Governance	
Objective: To report on Gender Mainstreaming						
Performance Indicator: Gender sensitive interventions programmes and projects (Male or Female)						
UOM		Q1	Q2	Q3	Q4	TARGET
Quarterly reports to portfolios		1	1	1	1	1
Cluster: Institutional		GDS: Municipal Transformation and Organisational Performance			Strategic Priority: Good Governance	
Objective: To update EMM socioeconomic data annually						
Performance Indicator: Update socioeconomic data						
UOM		Q1	Q2	Q3	Q4	TARGET
Update information		0	0	0	1	1
City Development						
Cluster: Economic		GDS: Governance			Strategic Priority: Good Governance	
Objective: Dissemination of spatial information						
Performance Indicator: User friendly web-based access to spatial information on the Intranet and development of Internet mapping application						
UOM		Q1	Q2	Q3	Q4	TARGET
Intranet and internet mapping viewer		0	0	0	1	1
Cluster: Economic		GDS: Governance			Strategic Priority: Good Governance	
Objective: Effective and efficient management of the GIS division						
Performance Indicator: Implementation of municipal changes and compliance to the Spatial Data Infrastructure Act no. 54 of 2003						
UOM		Q1	Q2	Q3	Q4	TARGET
Uniformity, standardisation with the division		0	0	0	1	1
Cluster: Economic		GDS: Clear City Identity			Strategic Priority: Good Governance	
Objective: Effective control of Land Use to create order in the built environment, speedy response to land use contraventions within three months						
Performance Indicator: No. of land use contraventions not resolved/ceased and/or referred for prosecution within 3 months.						
UOM		Q1	Q2	Q3	Q4	TARGET
No. of land use contraventions not resolved/ceased and/or referred for prosecution within three months.		120	250	350	460	460

Cluster: Economic		GDS: Human Settlements			Strategic Priority: Good Governance	
Objective: Facilitate the upgrading formalisation and renewal of urban areas with the necessary social facilities - sports, recreation and other facilities						
Performance Indicator: Formulation of a LSDFs for the entire EMM area						
UOM		Q1	Q2	Q3	Q4	TARGET
no of LSDFs completed		0	0	0	4	4
Cluster: Economic		GDS: Governance			Strategic Priority: Good Governance	
Objective: Integration of GIS and other systems / databases						
Performance Indicator: Interface between GIS information and other systems / databases						
UOM		Q1	Q2	Q3	Q4	TARGET
GIS, Deeds and valuation roll system		0	0	0	1	1
Cluster: Economic		GDS: Clear City Identity			Strategic Priority: Good Governance	
Objective: Support the growth of Rhodesfield and ORTIA as part of Gautrain development						
Performance Indicator: Formulation of LSDF and urban-design plan for Rhodesfield and Kempton Park CBD						
UOM		Q1	Q2	Q3	Q4	TARGET
no of LSDFs		0	0	0	1	1
Cluster: Economic		GDS: Urban Renewal			Strategic Priority: Good Governance	
Objective: To consider and approve where appropriate development applications - township establishments within 18 months						
Performance Indicator: no. of applications no concluded within 18 months submission						
UOM		Q1	Q2	Q3	Q4	TARGET
no of applications not concluded within 18 months of submission		25	46	78	103	103
Cluster: Economic		GDS: Urban Renewal			Strategic Priority: Good Governance	
Objective: To consider and approve where appropriate development applications. Rezoning within 12 months.						
Performance Indicator: no. of rezoning applications not concluded within 12 months period.						
UOM		Q1	Q2	Q3	Q4	TARGET
no. of rezoning applications not concluded within 12 months period.		49	102	144	188	188
Cluster: Economic		GDS: Governance			Strategic Priority: Good Governance	
Objective: To maintain the core spatial information						
Performance Indicator: For Enhancement of data sets						
UOM		Q1	Q2	Q3	Q4	TARGET
Orthophoto		0	0	0	1	1

Cluster: Institutional		GDS: Governance			Strategic Priority: Good Governance	
Objective: To report on Gender Capacity Building						
Performance Indicator: Gender focal point training, Woman leadership training and development, youth and children training and development						
	UOM	Q1	Q2	Q3	Q4	TARGET
	Quarterly reports to portfolios	1	1	1	1	1
Cluster: Institutional		GDS: Governance			Strategic Priority: Good Governance	
Objective: To report on Gender Education programmes and Awareness campaigns						
Performance Indicator: Public Education and Awareness programmes, prevention programmes, and projects, HIV/Aids programmes and campaigns						
	UOM	Q1	Q2	Q3	Q4	TARGET
	Quarterly reports to portfolios	1	1	1	1	1
Cluster: Institutional		GDS: Governance			Strategic Priority: Good Governance	
Objective: To report on Gender Mainstreaming						
Performance Indicator: Gender sensitive interventions programmes and projects (Male or Female)						
	UOM	Q1	Q2	Q3	Q4	TARGET
	Quarterly reports to portfolios	1	1	1	1	1
Economic Development						
Cluster: Economic		GDS: Economic Transformation			Strategic Priority: LED & Job creation	
Objective: Broad-Based Economic Empowerment						
Performance Indicator: Establishment of Local Empowerment Council (LEC)						
	UOM	Q1	Q2	Q3	Q4	TARGET
	1 LEC established	0	0	0	1	1
Performance Indicator: Municipal Procurement Targets for BBBEE (Set Asides) * Depending on approval of set-aside policy*						
	UOM	Q1	Q2	Q3	Q4	TARGET
	Finalised BBBEE Strategy	1	1	1	1	1
Performance Indicator: Stakeholder engagement conferences (BEE conferences)						
	UOM	Q1	Q2	Q3	Q4	TARGET
	1 x BEE Conference	0	0	0	1	1
Cluster: Economic		GDS: Skills Development			Strategic Priority: LED and Job creation	
Objective: Facilitate new entrants to the Metal Industry						
Performance Indicator: Ekurhuleni Base Metal Incubator						
	UOM	Q1	Q2	Q3	Q4	TARGET
	Number of learners incubated	0	0	0	12	12

Cluster: Economic		GDS: Economic Transformation			Strategic Priority: LED and Job creation	
Objective: Facilitate the growth of agriculture in the region						
Performance Indicator: Successful hosting of Annual Conference						
	UOM	Q1	Q2	Q3	Q4	TARGET
	1 x Agricultural Conference	0	1	1	1	1
Cluster: Economic		GDS: Economic Transformation			Strategic Priority: LED and Job creation	
Objective: Facilitate the growth of SMMEs						
Performance Indicator: Number of Business Linkages established (BLC)						
	UOM	Q1	Q2	Q3	Q4	TARGET
	2 x BLC Established	0	0	0	2	2
Performance Indicator: Number of small business assisted through BLC programmes						
	UOM	Q1	Q2	Q3	Q4	TARGET
	200 x SMME assisted	0	50	100	200	200
Performance Indicator: Number of small business assisted through Tender Advice Centre (TAC)						
	UOM	Q1	Q2	Q3	Q4	TARGET
	75 x SMME assisted	0	0	50	75	75
Cluster: Economic		GDS: Tourism Promotion			Strategic Priority: Good Governance	
Objective: Facilitate transformation in tourism industry						
Performance Indicator: Conduct Awareness and Educational programmes and workshops						
	UOM	Q1	Q2	Q3	Q4	TARGET
	Conduct workshop series on tourism opportunities	2	5	7	10	10
	UOM	Q1	Q2	Q3	Q4	TARGET
	Introduce educational programmes at schools and communities. e.g. woman, youth and the disabled	0	1	1	2	2
	UOM	Q1	Q2	Q3	Q4	TARGET
	Tourism Awards	0	1	1	1	1
Performance Indicator: Implementation of BEE Charter						
	UOM	Q1	Q2	Q3	Q4	TARGET
	Populate SMME supplier database	0	0	0	1	1
Performance Indicator: Render support to Tourism SMMEs						
	UOM	Q1	Q2	Q3	Q4	TARGET
	Adopt a tourism entity programme	0	0	0	2	2

	UOM	Q1	Q2	Q3	Q4	TARGET
	Extend "how to booklet" series	1	2	2	2	2
	UOM	Q1	Q2	Q3	Q4	TARGET
	Grading of establishments	0	2	2	5	5
	UOM	Q1	Q2	Q3	Q4	TARGET
	Render advisory service (CCC staff and members community capacitated)	0	0	0	1	1
Cluster: Economic		GDS: Economic Transformation			Strategic Priority: LED and Job creation	
Objective: Formalisation of Street Trading Facilities and Markets						
Performance Indicator: Number of Street Trading Facilities Developed						
	UOM	Q1	Q2	Q3	Q4	TARGET
	Dignified Trading Facilities for street traders - Good urban management	0	0	0	1	1
Cluster: Economic		GDS: Job Creation			Strategic Priority: LED and Job creation	
Objective: Job Creation and Enterprise Development						
Performance Indicator: Number of Jobs created through placement programmes and projects						
	UOM	Q1	Q2	Q3	Q4	TARGET
	Number of jobs created through the job placement programme	50	70	90	120	120
	UOM	Q1	Q2	Q3	Q4	TARGET
	Number of jobs created through the "One Company One Job" Campaign	0	0	0	41000	41000
Cluster: Economic		GDS: Skills Development			Strategic Priority: Good Governance	
Objective: To create a platform for all Skills Development Practitioners						
Performance Indicator: An annual skills development network conference						
	UOM	Q1	Q2	Q3	Q4	TARGET
	Skills network conference	0	0	0	1	1
Cluster: Economic		GDS: Tourism Promotion			Strategic Priority: LED and Job Creation	
Objective: To develop Tourism Infrastructure						
Performance Indicator: Development of Tourism Routes and Signs						
	UOM	Q1	Q2	Q3	Q4	TARGET
	1 x New products and attractions on routes	0	0	0	1	1
	UOM	Q1	Q2	Q3	Q4	TARGET
	Improve Signage (Brown signs and 4 Entrances on N Roads)	0	0	0	4	4

Performance Indicator: Improved Infrastructure						
UOM	Q1	Q2	Q3	Q4	TARGET	
Joint venture with other departments	0	0	0	1	1	
UOM	Q1	Q2	Q3	Q4	TARGET	
Projects to make existing attractions more visitor friendly	0	0	0	2	2	
UOM	Q1	Q2	Q3	Q4	TARGET	
Tourism information centres functioning	0	0	0	2	2	
Cluster: Economic		GDS: Investment Promotion			Strategic Priority: LED and Job Creation	
Objective: To facilitate new investment in EMM						
Performance Indicator: Government incentives in place, attract new industries						
UOM	Q1	Q2	Q3	Q4	TARGET	
R200m worth of investments attracted into the region	0	0	0	200	200	
Cluster: Economic		GDS: Job Creation			Strategic Priority: LED and Job Creation	
Objective: To half unemployment and create jobs						
Performance Indicator: Jobs created through CAPEX projects and EPWP (renovation/building of industrial hives and street trading)						
UOM	Q1	Q2	Q3	Q4	TARGET	
Number of jobs created (Renovation of Industrial Hives)	0	0	0	20	20	
Cluster: Economic		GDS: Skills Development			Strategic Priority: LED and Job Creation	
Objective: To increase the skills-base in EMM aligned to economy needs						
Performance Indicator: Ekurhuleni DRD Gold Training Academy						
UOM	Q1	Q2	Q3	Q4	TARGET	
MOU Partnership agreement between DRD Gold and EMM.	0	0	0	1	1	
UOM	Q1	Q2	Q3	Q4	TARGET	
Training of learners commence	0	0	25	50	50	
Performance Indicator: Establishment of College of Engineering						
UOM	Q1	Q2	Q3	Q4	TARGET	
Comprehensive study for implementation of Engineering College	0	0	0	1	1	
Performance Indicator: Grass Cutting and Parks Maintenance Programme						
UOM	Q1	Q2	Q3	Q4	TARGET	
Appointment of Service Provider	0	0	0	1	1	

	UOM	Q1	Q2	Q3	Q4	TARGET
	Identification of Beneficiaries & Training Offered	0	0	0	75	75
	UOM	Q1	Q2	Q3	Q4	TARGET
	Identification of Sites	0	0	0	5	5
Performance Indicator: Number of Artisans re-skilled						
	UOM	Q1	Q2	Q3	Q4	TARGET
	Re-skilled artisans through the RPL Programme	0	25	35	50	50
Cluster: Economic		GDS: Tourism Promotion			Strategic Priority: Community Participation	
Objective: To market EMM as a preferred tourism destination						
Performance Indicator: Bidding and Hosting of MICE						
	UOM	Q1	Q2	Q3	Q4	TARGET
	Bid for new MICE (1 x new event and 1 x existing event)	0	0	1	2	2
	UOM	Q1	Q2	Q3	Q4	TARGET
	Participate in MICE (participate in 3 national and 1 international exhibition)	1	2	4	5	5
	UOM	Q1	Q2	Q3	Q4	TARGET
	Tourism Month (various activities)	1	1	1	1	1
Performance Indicator: Effective functioning of ETF						
	UOM	Q1	Q2	Q3	Q4	TARGET
	Exhibition Association of South Africa (EXSA) Membership	1	1	1	1	1
	UOM	Q1	Q2	Q3	Q4	TARGET
	Regular ETF meetings	2	3	4	6	6
Performance Indicator: Establish Information and Data Systems						
	UOM	Q1	Q2	Q3	Q4	TARGET
	Establish Visit Information Centres (VICs)	0	0	0	2	2
	UOM	Q1	Q2	Q3	Q4	TARGET
	Update Statistical Data Base	0	0	0	1	1
	UOM	Q1	Q2	Q3	Q4	TARGET
	Update Tourism Website	0	0	0	1	1
Performance Indicator: Produce Marketing Collateral and Advertising						
	UOM	Q1	Q2	Q3	Q4	TARGET
	1 x Updated Marketing CD	0	0	0	1	1

	UOM	Q1	Q2	Q3	Q4	TARGET
	1000 x Promotional items	0	0	0	1000	1000
	UOM	Q1	Q2	Q3	Q4	TARGET
	2 x Vulindlela Edition	0	0	0	2	2
	UOM	Q1	Q2	Q3	Q4	TARGET
	4 x Print Media Adverts	0	0	0	4	4
	UOM	Q1	Q2	Q3	Q4	TARGET
	Media programme (2 Tours - GTA requests)	0	1	2	2	2
	UOM	Q1	Q2	Q3	Q4	TARGET
	Produce Brochures (re-print 4 brochures)	0	2	2	4	4
Cluster: Institutional		GDS: Governance			Strategic Priority: Good Governance	
Objective: To report on Gender Capacity Building						
Performance Indicator: Gender focal point training, Woman leadership training and development, youth and children training and development						
	UOM	Q1	Q2	Q3	Q4	TARGET
	Quarterly reports to portfolios	1	1	1	1	1
Cluster: Institutional		GDS: Governance			Strategic Priority: Good Governance	
Objective: To report on Gender Education programmes and Awareness campaigns						
Performance Indicator: Public Education and Awareness programmes, prevention programmes, and projects, HIV/Aids programmes and campaigns						
	UOM	Q1	Q2	Q3	Q4	TARGET
	Quarterly reports to portfolios	1	1	1	1	1
Cluster: Institutional		GDS: Governance			Strategic Priority: Good Governance	
Objective: To report on Gender Mainstreaming						
Performance Indicator: Gender sensitive intervention programmes and projects (Male or Female)						
	UOM	Q1	Q2	Q3	Q4	TARGET
	Quarterly reports to portfolios	1	1	1	1	1
Communications and Marketing						
Cluster: Institutional		GDS: Governance			Strategic Priority: Good Governance	
Objective: To report on Gender Education programmes and Awareness campaigns						
Performance Indicator: Public Education and Awareness programmes, prevention programmes, and projects, HIV and AIDS programmes and campaigns						
	UOM	Q1	Q2	Q3	Q4	TARGET
	Quarterly reports to portfolios	1	1	1	1	1

Cluster: Institutional		GDS: Clear City Identity			Strategic Priority: Good Governance	
Objective: To develop and market EMM as one integrated municipal service provider that is committed to improving the quality of lives of those who live work and do business within the boundaries of the municipality.						
Performance Indicator: Corporate signage for all EMM buildings and standards for public areas						
	UOM	Q1	Q2	Q3	Q4	TARGET
	% of corporate identity recognition	10	35	40	50	50
Performance Indicator: The recognition of the EMM Brand						
	UOM	Q1	Q2	Q3	Q4	TARGET
	% of corporate identity recognition for residents and business	10	20	40	60	60
	UOM	Q1	Q2	Q3	Q4	TARGET
	% of corporate identity recognition of staff	15	30	50	85	85
Performance Indicator: Welcome signage for suburbs and townships and boundaries						
	UOM	Q1	Q2	Q3	Q4	TARGET
	% of corporate identity recognition	10	20	30	60	60
Cluster: Institutional		GDS: Governance			Strategic Priority: Good Governance	
Objective: To improve communication to the public, staff and stakeholders						
Performance Indicator: Level of communication achieved						
	UOM	Q1	Q2	Q3	Q4	TARGET
	Channels, standard and coverage in percentages for public and staff	10	20	40	60	60
	UOM	Q1	Q2	Q3	Q4	TARGET
	Channels, standard and coverage in percentages for stakeholders	10	20	35	50	50
Cluster: Institutional		GDS: Governance			Strategic Priority: Good Governance	
Objective: To report on Gender Capacity Building						
Performance Indicator: Gender focal point training, women leadership training and development, youth and children training and development						
	UOM	Q1	Q2	Q3	Q4	TARGET
	Quarterly reports to portfolios	1	1	1	1	1
Cluster: Institutional		GDS: Governance			Strategic Priority: Good Governance	
Objective: To report on Gender Mainstreaming						
Performance Indicator: Gender sensitive interventions programmes and projects (Male or Female)						
	UOM	Q1	Q2	Q3	Q4	TARGET
	Quarterly reports to portfolios	1	1	1	1	1

Customer Care Centres						
Cluster: Institutional		GDS: Governance			Strategic Priority: Good Governance	
Objective: To construct Greenfields CCCs						
Performance Indicator: Greenfield CCCs constructed						
	UOM	Q1	Q2	Q3	Q4	TARGET
	No. of CCCs constructed	0	0	2	4	4
Cluster: Institutional		GDS: Governance			Strategic Priority: Good Governance	
Objective: To liaise and co-ordinate Customer Care Service Delivery programmes						
Performance Indicator: Number of Service Delivery Programmes Developed						
	UOM	Q1	Q2	Q3	Q4	TARGET
	Number of Service Delivery Programmes developed (IDP, City Dev, EC Dev, Inf Serv, Elect and Energy, Env Dev, Housing, Comm Safety and General	3	6	9	12	12
Cluster: Institutional		GDS: Governance			Strategic Priority: Good Governance	
Objective: To upgrade brownfield CCCs						
Performance Indicator: Brownfield CCCs upgraded						
	UOM	Q1	Q2	Q3	Q4	TARGET
	No. of CCCs upgraded	0	0	2	4	4
Cluster: Institutional		GDS: Governance			Strategic Priority: Good Governance	
Objective: To report on Gender Capacity Building						
Performance Indicator: Gender focal point training, women leadership training and development, youth and children training and development						
	UOM	Q1	Q2	Q3	Q4	TARGET
	Quarterly reports to portfolios	1	1	1	1	1
Cluster: Institutional		GDS: Governance			Strategic Priority: Good Governance	
Objective: To report on Gender Education programmes and Awareness campaigns						
Performance Indicator: Public Education and Awareness programmes, prevention programmes, and projects, HIV/Aids programmes and campaigns						
	UOM	Q1	Q2	Q3	Q4	TARGET
	Quarterly reports to portfolios	1	1	1	1	1
Cluster: Institutional		GDS: Governance			Strategic Priority: Good Governance	
Objective: To report on Gender Mainstreaming						
Performance Indicator: Gender sensitive intervention programmes and projects (Male or Female)						
	UOM	Q1	Q2	Q3	Q4	TARGET
	Quarterly reports to portfolios	1	1	1	1	1

Community Safety						
Cluster: Social		GDS: safety and Security			Strategic Priority: Good Governance	
Objective: To render effective and efficient disaster management and emergency communication services						
	Performance Indicator: Establish a fully and functional decentralised disaster management offices					
	UOM	Q1	Q2	Q3	Q4	TARGET
	One decentralised disaster management office in Kempton Park	0	0	0	1	1
	Performance Indicator: Establish a fully-functional mobile radio technical workshop					
	UOM	Q1	Q2	Q3	Q4	TARGET
	One mobile radio technical workshop	0	0	0	1	1
	Performance Indicator: Establish fully-upgraded repeater sites at Duduza and Benoni					
	UOM	Q1	Q2	Q3	Q4	TARGET
	Two repeater sites	0	0	0	2	2
	Performance Indicator: Installation of a functional satellite communication and tracking system					
	UOM	Q1	Q2	Q3	Q4	TARGET
	One tracking system	0	0	0	1	1
Cluster: Social		GDS: safety and Security			Strategic Priority: Good Governance	
Objective: To render effective and efficient motor vehicle and drivers licencing services						
	Performance Indicator: Establish Drive-thru licencing facility at Bedfordview					
	UOM	Q1	Q2	Q3	Q4	TARGET
	One drive-thru	0	0	0	1	1
	Performance Indicator: Provision for security systems at Alberton, Boksburg and Wadeville Licencing facilities					
	UOM	Q1	Q2	Q3	Q4	TARGET
	3 Licencing facilities with security systems	0	0	0	3	3
	Performance Indicator: Refurbish and fully furnish Springs, Benoni and Nigel Licencing Facilities					
	UOM	Q1	Q2	Q3	Q4	TARGET
	3 Licencing facilities	0	0	0	3	3
Cluster: Institutional		GDS: Governance			Strategic Priority: Good Governance	
Objective: To report on Gender Capacity Building						
	Performance Indicator: Gender focal point training, Women leadership training and development, youth and children training and development					
	UOM	Q1	Q2	Q3	Q4	TARGET
	Quarterly reports to portfolios	1	1	1	1	1

Cluster: Institutional		GDS: Governance			Strategic Priority: Good Governance	
Objective: To report on Gender Education programmes and Awareness campaigns						
Performance Indicator: Public Education and Awareness programmes, prevention programmes, and projects, HIV/Aids programmes and campaigns						
	UOM	Q1	Q2	Q3	Q4	TARGET
	Quarterly reports to portfolios	1	1	1	1	1
Cluster: Institutional		GDS: Governance			Strategic Priority: Good Governance	
Objective: To report on Gender Mainstreaming						
Performance Indicator: Gender sensitive interventions programmes and projects (Male or Female)						
	UOM	Q1	Q2	Q3	Q4	TARGET
	Quarterly reports to portfolios	1	1	1	1	1
Cluster: Social		GDS: Safety and Security			Strategic Priority: Safety and Security	
Objective: To secure human life and property through the provision of effective emergency services						
Performance Indicator: Community members trained as life safety educators						
	UOM	Q1	Q2	Q3	Q4	TARGET
	40 public life safety educators	0	0	0	40	40
Performance Indicator: Compliance to nationally defined speed of response per 100 calls responded to						
	UOM	Q1	Q2	Q3	Q4	TARGET
	Number of calls responded to within nationally defined speed of response per 100 calls	0	0	0	75	75
Performance Indicator: Emergency Services vehicles replaced						
	UOM	Q1	Q2	Q3	Q4	TARGET
	20 Emergency Services vehicles replaced	0	0	0	20	20
Performance Indicator: Establish fully furnished and properly equipped fire stations at Daveyton and Etwatwa						
	UOM	Q1	Q2	Q3	Q4	TARGET
	2 Fire stations	0	0	0	2	2
Performance Indicator: Public education sessions conducted						
	UOM	Q1	Q2	Q3	Q4	TARGET
	100 Public education sessions	25	50	75	100	100

Community Safety: EMPD						
Cluster: Social		GDS: Safety and Security			Strategic Priority: Safety and Security	
Objective: To encourage observance of laws and by-laws						
Performance Indicator: Intensified prosecution of traffic and by-law offenders						
	UOM	Q1	Q2	Q3	Q4	TARGET
	1911 000 traffic and by-laws offenders prosecuted	477750	955500	1433250	1911000	1911000
Cluster: Social		GDS: Safety and Security			Strategic Priority: Safety and Security	
Objective: To reduce motor vehicle accidents through traffic law enforcement						
Performance Indicator: Continual traffic law enforcement operations within precincts						
	UOM	Q1	Q2	Q3	Q4	TARGET
	104 operations per precinct	26	52	78	104	104
Cluster: Social		GDS: Safety and Security			Strategic Priority: Safety and Security	
Objective: To render effective and efficient crime prevention						
Performance Indicator: Implement Social Crime Prevention programmes						
	UOM	Q1	Q2	Q3	Q4	TARGET
	12 Social Crime Prevention programmes	3	6	9	12	12
Performance Indicator: Increase visible police presence through crime prevention operations and police patrols						
	UOM	Q1	Q2	Q3	Q4	TARGET
	52 Major Crime Prevention operations	13	26	39	52	52
	UOM	Q1	Q2	Q3	Q4	TARGET
	500 new recruits appointed	0	0	0	500	500
	UOM	Q1	Q2	Q3	Q4	TARGET
	Establishment of three precinct stations	0	0	0	3	3
Cluster: Institutional		GDS: Governance			Strategic Priority: Good Governance	
Objective: To report on Gender Capacity Building						
Performance Indicator: Gender focal point training, women leadership training and development, youth and children training and development						
	UOM	Q1	Q2	Q3	Q4	TARGET
	Quarterly reports to portfolios	1	1	1	1	1

Cluster: Institutional		GDS: Governance			Strategic Priority: Good Governance	
Objective: To report on Gender Education programmes and Awareness campaigns						
Performance Indicator: Public Education and Awareness programmes, prevention programmes, and projects, HIV/Aids programmes and campaigns						
	UOM	Q1	Q2	Q3	Q4	TARGET
	Quarterly reports to portfolios	1	1	1	1	1
Cluster: Institutional		GDS: Governance			Strategic Priority: Good Governance	
Objective: To report on Gender Mainstreaming						
Performance Indicator: Gender sensitive intervention programmes and projects (Male or Female)						
	UOM	Q1	Q2	Q3	Q4	TARGET
	Quarterly reports to portfolios	1	1	1	1	1
Environmental Development						
Cluster: Social		GDS: Park, Sport and Recreational Facilities			Strategic Priority: Poverty Alleviation	
Objective: To manage turf, grass, to landscape and to green parks, cemeteries and open spaces						
Performance Indicator: Designated standards for greening						
	UOM	Q1	Q2	Q3	Q4	TARGET
	No of trees planted	4000	6000	8000	10200	10200
Performance Indicator: Designated standards for turf and grass management						
	UOM	Q1	Q2	Q3	Q4	TARGET
	m2 of area maintained per cycle (measured in millions)	10	50	90	100	100
Performance Indicator: Parks Developed						
	UOM	Q1	Q2	Q3	Q4	TARGET
	No parks developed	0	0	0	1	1
Cluster: Social		GDS: Environmental Management			Strategic Priority: Good Governance	
Objective: To improve, prevent and minimise negative environmental impacts within the EMM						
Performance Indicator: Capacitate communities on alternative method of using imbawulas						
	UOM	Q1	Q2	Q3	Q4	TARGET
	Number of households reached	250	250	250	500	500
Performance Indicator: Rehabilitation of wetlands						
	UOM	Q1	Q2	Q3	Q4	TARGET
	Number of wetlands rehabilitated	0	0	0	4	4

	Performance Indicator: Wards entering BkB competition					
	UOM	Q1	Q2	Q3	Q4	TARGET
	No of wards entered	0	30	30	30	30
Cluster: Social	GDS: Services Infrastructure			Strategic Priority: Good Governance		
Objective: To provide an efficient cost effective waste collection and sidposal service						
	Performance Indicator: Backlog service points serviced					
	UOM	Q1	Q2	Q3	Q4	TARGET
	Number of service points	1000	2000	4000	8000	8000
	Performance Indicator: Identified illegal dumping hot spots eliminated					
	UOM	Q1	Q2	Q3	Q4	TARGET
	No of illegal dumping hot spots eliminated	0	2	4	6	6
	Performance Indicator: Methane gas extracted per year					
	UOM	Q1	Q2	Q3	Q4	TARGET
	Tons of gas extracted	10000	30000	50000	80000	80000
	Performance Indicator: Prepared waste-disposal airspace provided					
	UOM	Q1	Q2	Q3	Q4	TARGET
	Volume of airspace in m3	0	50000	100000	200000	200000
	Performance Indicator: Recyclable material recovery					
	UOM	Q1	Q2	Q3	Q4	TARGET
	Number of facilities	0	0	1	3	3
Cluster: Social	GDS: Healthcare and facilities			Strategic Priority: Good Governance		
Objective: To provide efficient and effective municipal health services within the EMM						
	Performance Indicator: Diesel-driven vehicles tested					
	UOM	Q1	Q2	Q3	Q4	TARGET
	No of diesel-driven vehicles tested	450	900	1350	1800	1800
	Performance Indicator: Formal food premises inspected for compliance					
	UOM	Q1	Q2	Q3	Q4	TARGET
	No of inspections	6000	12000	18000	24000	24000
	Performance Indicator: Inspection of premises for compliance with tobacco legislation					
	UOM	Q1	Q2	Q3	Q4	TARGET
	No of premises compliant with tobacco legislation	256	512	768	1024	1024

	Performance Indicator: Inspection of residential stands, council premises and community projects for rodent control					
	UOM	Q1	Q2	Q3	Q4	TARGET
	No of inspections	2050	4100	6150	8200	8200
Cluster: Institutional		GDS: Governance			Strategic Priority: Good Governance	
Objective: To report on Gender Capacity Building						
	Performance Indicator: Gender focal point training, women leadership training and development, youth and children training and development					
	UOM	Q1	Q2	Q3	Q4	TARGET
	Quarterly reports to portfolios	1	1	1	1	1
Cluster: Institutional		GDS: Governance			Strategic Priority: Good Governance	
Objective: To report on Gender Education programmes and Awareness campaigns						
	Performance Indicator: Public Education and Awareness programmes, prevention programmes, and projects, HIV /Aids programmes and campaigns					
	UOM	Q1	Q2	Q3	Q4	TARGET
	Quarterly reports to portfolios	1	1	1	1	1
Cluster: Institutional		GDS: Governance			Strategic Priority: Good Governance	
Objective: To report on Gender Mainstreaming						
	Performance Indicator: Gender sensitive interventions programmes and projects (Male or Female)					
	UOM	Q1	Q2	Q3	Q4	TARGET
	Quarterly reports to portfolios	1	1	1	1	1
Health						
Cluster: Social		GDS: Healthcare and facilities			Strategic Priority: HIV/Aids	
Objective: To strengthen community based HIV/Aids structures						
	Performance Indicator: Aids control activities					
	UOM	Q1	Q2	Q3	Q4	TARGET
	No. of Aids council activities	1	2	3	4	4
Cluster: Social		GDS: Healthcare and facilities			Strategic Priority: HIV/Aids	
Objective: To conduct HIV/Aids programme in wards to increase awareness on HIV/Aids						
	Performance Indicator: Community HIV & AIDS Interventions					
	UOM	Q1	Q2	Q3	Q4	TARGET
	No of people to be reached for HIV/Aids interventions	62500	125000	187500	250000	250000
	Performance Indicator: Door-to-door visits to Individual households					
	UOM	Q1	Q2	Q3	Q4	TARGET
	No. of Households Accessed	26500	53000	79500	106000	106000

	UOM	Q1	Q2	Q3	Q4	TARGET
	No of people to be reached	71500	143000	214500	286000	286000
Performance Indicator: Workplace HIV/Aids Programme for employees						
	UOM	Q1	Q2	Q3	Q4	TARGET
	No of employees to be reached for HIV/Aids Workplace Programmes	264	528	792	1055	1055
Cluster: Social		GDS: Healthcare and facilities			Strategic Priority: Community Participation	
Objective: To facilitate participation of Religious Forum in the Social and Health Delivery System						
Performance Indicator: Strengthen Religious Forum						
	UOM	Q1	Q2	Q3	Q4	TARGET
	Total no. of Religious Groups participating in the Religious Forum	20	20	20	23	23
Cluster: Social		GDS: Healthcare and facilities			Strategic Priority: Community Participation	
Objective: To facilitate participation of Traditional Health Practitioners in the Social and Health Delivery System						
Performance Indicator: Traditional Health Practitioners Participation Health						
	UOM	Q1	Q2	Q3	Q4	TARGET
	No. of Traditional Health Practitioners Forum Activities each year	3	5	8	11	11
Cluster: Social		GDS: Healthcare and facilities			Strategic Priority: Community Participation	
Objective: To improve Education Information and Awareness on Social Economic Status and to implement Development Programmes for all target groups						
Performance Indicator: Awareness Campaigns for Older Persons						
	UOM	Q1	Q2	Q3	Q4	TARGET
	No of People to be targeted annually	325	650	975	1300	1300
	UOM	Q1	Q2	Q3	Q4	TARGET
	No of awareness campaigns for older persons implemented.	2	4	7	9	9
Performance Indicator: Awareness Programmes on Domestic Violence against Women						
	UOM	Q1	Q2	Q3	Q4	TARGET
	No of People Targeted annually	600	1200	1800	2400	2400
	UOM	Q1	Q2	Q3	Q4	TARGET
	No of Programmes presented on Domestic Violence against Women.	2	10	15	21	21

Performance Indicator: Delivery of sustainable and comprehensive Programmes for Youth						
UOM	Q1	Q2	Q3	Q4	TARGET	
No of people to be reached annually	663	1325	1988	2650	2650	
Performance Indicator: Implement Awareness Programmes on social pathologies for men						
UOM	Q1	Q2	Q3	Q4	TARGET	
No of sustainable and comprehensive Programmes for youth implementation	3	7	12	17	17	
Performance Indicator: Improved socio-economic status for women						
UOM	Q1	Q2	Q3	Q4	TARGET	
No of Awareness Programmes presented on social pathologies for men annually	2	4	8	12	12	
Performance Indicator: Linkage of Early Childhood Development Programmes with Expanded Public Works Programme						
UOM	Q1	Q2	Q3	Q4	TARGET	
No of people to be targeted	95	190	285	380	380	
Performance Indicator: Improved socio-economic status for women						
UOM	Q1	Q2	Q3	Q4	TARGET	
No of people to be targeted annually	75	150	225	300	300	
Performance Indicator: Linkage of Early Childhood Development Programmes with Expanded Public Works Programme						
UOM	Q1	Q2	Q3	Q4	TARGET	
No of programmes aimed at improving the socio-economic status of women.	1	3	4	6	6	
Performance Indicator: Linkage of Early Childhood Development Programmes with Expanded Public Works Programme						
UOM	Q1	Q2	Q3	Q4	TARGET	
No of Early Childhood Development practitioners trained annually	0	0	36	36	36	
Performance Indicator: Provide care support and protection of children including orphans and vulnerable children						
UOM	Q1	Q2	Q3	Q4	TARGET	
No of people to be targeted annually	150	300	450	450	450	
Performance Indicator: Provide care support and protection of children including orphans and vulnerable children						
UOM	Q1	Q2	Q3	Q4	TARGET	
No of programmes implemented on care, support, and protection of children	3	6	9	9	9	
Performance Indicator: Training and Educational Programmes for optimal functioning and extra income for people with disabilities						
UOM	Q1	Q2	Q3	Q4	TARGET	
No of people to be targeted annually	0	30	50	65	65	
Performance Indicator: Training and Educational Programmes for optimal functioning and extra income for people with disabilities						
UOM	Q1	Q2	Q3	Q4	TARGET	
No of Educational Programmes implemented to enhance training and education for people with disabilities	0	2	3	4	4	

Cluster: Social		GDS: Healthcare and facilities			Strategic Priority: HIV/Aids	
Objective: To minimise life threatening Communicable Diseases						
Performance Indicator: Clients tested for HIV						
	UOM	Q1	Q2	Q3	Q4	TARGET
	No of clients tested for HIV	20000	40000	60000	80000	80000
Performance Indicator: Immunisation coverage rate						
	UOM	Q1	Q2	Q3	Q4	TARGET
	Percentage of children under the age of one year that are fully immunised	77	78	79	80	80
Performance Indicator: Tuberculosis Cure Rate						
	UOM	Q1	Q2	Q3	Q4	TARGET
	Percentage of new smear positive patients cured	72	73	74	75	75
Cluster: Social		GDS: Healthcare and facilities			Strategic Priority: HIV/Aids	
Objective: To minimise life threatening non-communicable diseases						
Performance Indicator: Campaigns on Prevention, Diagnosis and Effective Management of Chronic Diseases						
	UOM	Q1	Q2	Q3	Q4	TARGET
	No of people to be reached for awareness campaigns	1000	2000	3000	4000	4000
Performance Indicator: Community events on the health status of Mothers and Children under six years						
	UOM	Q1	Q2	Q3	Q4	TARGET
	No of people to be reached for child health campaigns	525	1050	1575	2100	2100
	UOM	Q1	Q2	Q3	Q4	TARGET
	Number of events	4	8	12	15	15
Cluster: Institutional		GDS: Governance			Strategic Priority: Good Governance	
Objective: To report on Gender Capacity Building						
Performance Indicator: Gender focal point training, women leadership training and development, youth and children training and development						
	UOM	Q1	Q2	Q3	Q4	TARGET
	Quarterly reports to portfolios	1	1	1	1	1
Cluster: Institutional		GDS: Governance			Strategic Priority: Good Governance	
Objective: To report on Gender Education programmes and Awareness campaigns						
Performance Indicator: Public Education and Awareness programmes, prevention programmes, and projects, HIV/Aids programmes and campaigns						
	UOM	Q1	Q2	Q3	Q4	TARGET
	Quarterly reports to portfolios	1	1	1	1	1

Cluster: Institutional		GDS: Governance			Strategic Priority: Good Governance	
Objective: To report on Gender Mainstreaming						
Performance Indicator: Gender sensitive interventions programmes and projects (Male or Female)						
	UOM	Q1	Q2	Q3	Q4	TARGET
	Quarterly reports to portfolios	1	1	1	1	1
Cluster: Social		GDS: Healthcare and facilities			Strategic Priority: HIV & AIDS	
Objective: Utilisation of Primary Health Care (PHC)						
Performance Indicator: No of clients accessing Primary Health Care (PHC)						
	UOM	Q1	Q2	Q3	Q4	TARGET
	No of clients attending Primary Health Care (PHC)	855250	1710500	2565750	3421000	3421000
Electricity and Energy						
Cluster: Economic		GDS: Safety and Security			Strategic Priority: Good Governance	
Objective: To ensure electricity service reliability						
Performance Indicator: Percentage of downtime for electricity services in kWh lost						
	UOM	Q1	Q2	Q3	Q4	TARGET
	% kWh lost (less than)	1	1	1	1	1
Cluster: Infrastructure		GDS: Services Infrastructure			Strategic Priority: Good Governance	
Objective: To ensure the proper protection of electricity meters						
Performance Indicator: Number of protective structures/boxes installed						
	UOM	Q1	Q2	Q3	Q4	TARGET
	Number of protective structures installed	100	225	360	500	500
Cluster: Infrastructure		GDS: Safety and Security			Strategic Priority: Safety and Security	
Objective: To provide area lighting to communities as requested to all areas						
Performance Indicator: No of high mast lights provided						
	UOM	Q1	Q2	Q3	Q4	TARGET
	Number of high mast lights provided	12	25	40	58	58
Cluster: Infrastructure		GDS: Services Infrastructure			Strategic Priority: Poverty Alleviation	
Objective: To provide free basic electricity (FBE) to lower end consumers						
Performance Indicator: Number of households provided with FBE - Eskom supply area						
	UOM	Q1	Q2	Q3	Q4	TARGET
	Number of households provided with FBE- Eskom supply area	2200	4700	7500	10000	10000

Cluster: Infrastructure		GDS: Services Infrastructure			Strategic Priority: Poverty Alleviation	
Objective: To provide free basic electricity (FBE) to lower end consumers						
Performance Indicator: Number of households provided with FBE - EMM supply area						
UOM		Q1	Q2	Q3	Q4	TARGET
Number of households provided with FBE-EMM supply area		1500	3450	5300	7000	7000
Cluster: Infrastructure		GDS: Safety and Security			Strategic Priority: Safety and Security	
Objective: To provide street lighting						
Performance Indicator: Km of streets provided with streetlights						
UOM		Q1	Q2	Q3	Q4	TARGET
Km of streets provided with street lights		5	11	18	24	24
Cluster: Institutional		GDS: Governance			Strategic Priority: Good Governance	
Objective: To report on Gender Capacity Building						
Performance Indicator: Gender focal point training, women leadership training and development, youth and children training and development						
UOM		Q1	Q2	Q3	Q4	TARGET
Quarterly reports to portfolios		1	1	1	1	1
Cluster: Institutional		GDS: Governance			Strategic Priority: Good Governance	
Objective: To report on Gender Education programmes and Awareness campaigns						
Performance Indicator: Public Education and Awareness programmes, prevention programmes, and projects, HIV/Aids programmes and campaigns						
UOM		Q1	Q2	Q3	Q4	TARGET
Quarterly reports to portfolios		1	1	1	1	1
Cluster: Institutional		GDS: Governance			Strategic Priority: Good Governance	
Objective: To report on Gender Mainstreaming						
Performance Indicator: Gender sensitive interventions programmes and projects (Male or Female)						
UOM		Q1	Q2	Q3	Q4	TARGET
Quarterly reports to portfolios		1	1	1	1	1
Cluster: Infrastructure		GDS: Services Infrastructure			Strategic Priority: LED and Job Creation	
Objective: To supply electricity to all stands in proclaimed townships to meet 2012 target						
Performance Indicator: No of electricity supply connections						
UOM		Q1	Q2	Q3	Q4	TARGET
No of stands / households		1500	3200	5000	7000	7000

Housing						
Cluster: Infrastructure		GDS: Human Settlements			Strategic Priority: Urban Renewal	
Objective: Facilitate the redevelopment of hostels						
Performance Indicator: Business Plans						
UOM		Q1	Q2	Q3	Q4	TARGET
Number of business plans approved		0	0	2	4	4
Cluster: Infrastructure		GDS: Human Settlements			Strategic Priority: Good Governance	
Objective: Improve urban governance						
Performance Indicator: Community outreach sessions						
UOM		Q1	Q2	Q3	Q4	TARGET
Number of community outreach sessions annually		3	5	7	10	10
Cluster: Infrastructure		GDS: Human Settlements			Strategic Priority: Urban Renewal	
Objective: Plan and prepare land for sustainable human settlements						
Performance Indicator: Stands planned						
UOM		Q1	Q2	Q3	Q4	TARGET
Land identified for number of stands per annum		0	0	4500	20000	20000
Cluster: Infrastructure		GDS: Human Settlements			Strategic Priority: Urban Renewal	
Objective: To eradicate the water and sanitation backlog by 2014						
Performance Indicator: Serviced stands						
UOM		Q1	Q2	Q3	Q4	TARGET
Number of serviced stands per annum		0	0	2500	7396	7396
Cluster: Institutional		GDS: Governance			Strategic Priority: Good Governance	
Objective: To report on Gender Capacity Building						
Performance Indicator: Gender focal point training, women leadership training and development, youth and children training and development						
UOM		Q1	Q2	Q3	Q4	TARGET
Quarterly reports to portfolios		1	1	1	1	1
Cluster: Institutional		GDS: Governance			Strategic Priority: Good Governance	
Objective: To report on Gender Education programmes and Awareness campaigns						
Performance Indicator: Public Education and Awareness programmes, prevention programmes, and projects, HIV/Aids programmes and campaigns						
UOM		Q1	Q2	Q3	Q4	TARGET
Quarterly reports to portfolios		1	1	1	1	1

Cluster: Institutional		GDS: Governance			Strategic Priority: Good Governance	
Objective: To report on Gender Mainstreaming						
Performance Indicator: Gender sensitive intervention programmes and projects (Male or Female)						
	UOM	Q1	Q2	Q3	Q4	TARGET
	Quarterly reports to portfolios	1	1	1	1	1
Infrastructure Services						
Cluster: Infrastructure		GDS: Roads and Transport			Strategic Priority: Good Governance	
Objective: Evaluation of outdoor advertising applications						
Performance Indicator: Improvement on the evaluation of backlog applications evaluated (applications submitted in 2008 and before).						
	UOM	Q1	Q2	Q3	Q4	TARGET
	No of applications submitted in 2008 and prior	75	75	75	75	75
Performance Indicator: Improvement on the evaluation process turn-around time						
	UOM	Q1	Q2	Q3	Q4	TARGET
	Average time taken, measured in weeks to give written outcome on a submitted application.	13	13	13	13	13
Cluster: Infrastructure		GDS: Roads and Transport			Strategic Priority: Good Governance	
Objective: Expanding and integrating the choice of transport modes to all within the EMM jurisdiction						
Performance Indicator: Provision of new pedestrian walkways						
	UOM	Q1	Q2	Q3	Q4	TARGET
	kilometres	2	4	6	10	10
Cluster: Infrastructure		GDS: Roads and Transport			Strategic Priority: Good Governance	
Objective: Modal transfer facilities to be provided at all stations for an integrated and transitional public transport system						
Performance Indicator: Number of modal transfer facilities provided at stations						
	UOM	Q1	Q2	Q3	Q4	TARGET
	Approval of PDR	1	1	1	1	1
	UOM	Q1	Q2	Q3	Q4	TARGET
	Bidding phase	0	1	1	1	1
	UOM	Q1	Q2	Q3	Q4	TARGET
	Detail design and implementation (designs for the targeted number of modal transfer facilities)	0	0	2	2	2
	UOM	Q1	Q2	Q3	Q4	TARGET
	Project implementation (designs for the targeted number of modal transfer facilities)	0	0	0	2	2

Cluster: Infrastructure		GDS: Roads and Transport			Strategic Priority: Good Governance	
Objective: Provision of Strategic Transport Network						
Performance Indicator: An expanded and improved Strategic Road Network in the EMM						
	UOM	Q1	Q2	Q3	Q4	TARGET
	Constructed road networks per km	0	.5	1.5	3	3
Cluster: Infrastructure		GDS: Roads and Transport			Strategic Priority: Good Governance	
Objective: Resurfacing and rehabilitating paved roads to reduce maintenance backlogs						
Performance Indicator: Resurfaced or rehabilitated roads						
	UOM	Q1	Q2	Q3	Q4	TARGET
	Kilometers (km)	10	80	190	240	240
Cluster: Infrastructure		GDS: Roads and Transport			Strategic Priority: Good Governance	
Objective: The average number of calendar days taken for all departments to give the initial comments (if the plan can not be approved) or to approve (if all is in order) when evaluating a residential and / or non-residential building plan in terms of the applicable legislation.						
Performance Indicator: The average number of calendar days (legally 30 days for residential)						
	UOM	Q1	Q2	Q3	Q4	TARGET
	Calendar days	30	30	30	30	30
Performance Indicator: The average number of calendar days (legally 60 days for non residential)						
	UOM	Q1	Q2	Q3	Q4	TARGET
	Calendar days	60	60	60	60	60
Cluster: Infrastructure		GDS: Roads and Transport			Strategic Priority: Good Governance	
Objective: To ensure a uniformly controlled outdoor advertising function						
Performance Indicator: Audit and survey of existing signs						
	UOM	Q1	Q2	Q3	Q4	TARGET
	Audit data	0	0	0	1	1
Performance Indicator: Outdoor advertising policy review						
	UOM	Q1	Q2	Q3	Q4	TARGET
	Revised policy	0	0	0	1	1
Performance Indicator: Promulgation of outdoor advertising by-laws						
	UOM	Q1	Q2	Q3	Q4	TARGET
	Audit data	0	0	0	1	1
Performance Indicator: Removal of illegal signs bid						
	UOM	Q1	Q2	Q3	Q4	TARGET
	A complete bid document	0	0	0	1	1

Cluster: Economic		GDS: Clear City Identity			Strategic Priority: Good Governance	
Objective: To ensure an increased development and investment in the core economic triangle of Ekurhuleni						
Performance Indicator: Completion of a comprehensive travel demand management						
UOM		Q1	Q2	Q3	Q4	TARGET
Milestone. Travel model		0	0	0	1	1
Cluster: Infrastructure		GDS: Roads and Transport			Strategic Priority: Good Governance	
Objective: To ensure effective usage of energy-efficient building materials and provision for disabled persons in new buildings.						
Performance Indicator: Uniform standards						
UOM		Q1	Q2	Q3	Q4	TARGET
Energy efficiency and disability policy		0	0	0	1	1
Cluster: Infrastructure		GDS: Services Infrastructure			Strategic Priority: Good Governance	
Objective: To ensure reliability of water provision and sewage and conveyance service						
Performance Indicator: Failure/unplanned interruption of service						
UOM		Q1	Q2	Q3	Q4	TARGET
Failure/unplanned interruption of service		200	400	600	1350	1350
Cluster: Infrastructure		GDS: Services Infrastructure			Strategic Priority: Good Governance	
Objective: To eradicate all stormwater system backlogs in Ekurhuleni						
Performance Indicator: 1. Development and approval of EMM stormwater management system (SMS)						
UOM		Q1	Q2	Q3	Q4	TARGET
Field data surveys in two CCCs and analysis of data in two CCCs previously surveyed.		0	0	2	4	4
UOM		Q1	Q2	Q3	Q4	TARGET
Field data surveys in 2 CCCs		2	4	6	6	6
Cluster: Infrastructure		GDS: Roads and Transport			Strategic Priority: Good Governance	
Objective: To execute and complete maintenance repair works on EMM buildings as requested by client departments.						
Performance Indicator: Works orders completed and signed off by owner departments per month						
UOM		Q1	Q2	Q3	Q4	TARGET
Number of Works Orders completed		350	350	350	350	350
Cluster: Infrastructure		GDS: Services Infrastructure			Strategic Priority: Good Governance	
Objective: To execute and complete maintenance repair works to EMM buildings as requested by client departments.						
Performance Indicator: Works orders completed and signed off by owner departments per month						
UOM		Q1	Q2	Q3	Q4	TARGET
Number of WOs completed		350	350	350	350	350

Cluster: Infrastructure		GDS: Roads and Transport			Strategic Priority: Good Governance	
Objective: To implement stormwater management systems through the construction of stormwater conduits.						
Performance Indicator: Construction of stormwater conduits/infrastructure						
	UOM	Q1	Q2	Q3	Q4	TARGET
	kilometres (km)	10	30	50	80	80
Cluster: Infrastructure		GDS: Services Infrastructure			Strategic Priority: Good Governance	
Objective: To improve scrutiny of architectural consultants sketch and final design plans for the alterations and additions to existing municipal buildings with respect to EMM policies and SANS codes of practice.						
Performance Indicator: Signed-off plans						
	UOM	Q1	Q2	Q3	Q4	TARGET
	Number of existing building projects	5	5	5	5	5
Cluster: Infrastructure		GDS: Roads and Transport			Strategic Priority: Good Governance	
Objective: To improve scrutiny of architectural consultants sketch and final design plans for the alterations and additions to existing municipal buildings with respect to EMM policies and SANS codes of practice.						
Performance Indicator: Signed-off plans						
	UOM	Q1	Q2	Q3	Q4	TARGET
	Number of existing building projects	3	3	3	3	3
Cluster: Infrastructure		GDS: Services Infrastructure			Strategic Priority: Good Governance	
Objective: To make potable water supply available to all people with a reticulated supply in proclaimed areas and to provide at least a basic level of supply to areas outside the urban edge.						
Performance Indicator: Potable supply recipients at agreed standard and quality						
	UOM	Q1	Q2	Q3	Q4	TARGET
	No. of households/Buss/Indus (i.e. metered connection receiving a standard supply)	200	700	900	1850	1850
Cluster: Infrastructure		GDS: Roads and Transport			Strategic Priority: Good Governance	
Objective: To prevent the formation of sinkholes due to dolomite conditions by implementing EMM dolomite risk-management policy. Sinkholes threaten the lives of residents and infrastructure of EMM and private residents.						
Performance Indicator: Implementation of the EMM dolomite risk-management policy by commenting on and monitoring of new township developments.						
	UOM	Q1	Q2	Q3	Q4	TARGET
	The number of new township developments commented on.	25	25	25	25	25

Cluster: Infrastructure		GDS: Roads and Transport			Strategic Priority: Good Governance	
Objective: To provide an efficient bus service to cover all areas in Ekurhuleni by 2015 for the promotion and sustainable usage of public transport.						
Performance Indicator: Apply for operating licenses for the implementation of Phase 2.						
	UOM	Q1	Q2	Q3	Q4	TARGET
	Number of operating licenses	0	0	3	3	3
Performance Indicator: Negotiations with existing public transport operators and other stakeholders						
	UOM	Q1	Q2	Q3	Q4	TARGET
	A complete achievement and positive results from the negotiations, with the final measure being a complete set of agreements.	0	1	1	1	1
	UOM	Q1	Q2	Q3	Q4	TARGET
	Number of meetings and consultations	4	4	4	4	4
Performance Indicator: Recruit personnel for the bus services.						
	UOM	Q1	Q2	Q3	Q4	TARGET
	Number of personnel recruited, measured in the fourth quarter.	0	0	0	6	6
Performance Indicator: Secure fleet for the bus services.						
	UOM	Q1	Q2	Q3	Q4	TARGET
	Number of buses procured.	0	0	0	5	5
Cluster: Institutional		GDS: Governance			Strategic Priority: Good Governance	
Objective: To report on Gender Capacity Building						
Performance Indicator: Gender focal point training, women leadership training and development, youth and children training and development						
	UOM	Q1	Q2	Q3	Q4	TARGET
	Quarterly reports to portfolios	1	1	1	1	1
Cluster: Institutional		GDS: Governance			Strategic Priority: Good Governance	
Objective: To report on Gender Education programmes and Awareness campaigns						
Performance Indicator: Public Education and Awareness programmes, prevention programmes, and projects, HIV /Aids programmes and campaigns						
	UOM	Q1	Q2	Q3	Q4	TARGET
	Quarterly reports to portfolios	1	1	1	1	1
Cluster: Institutional		GDS: Governance			Strategic Priority: Good Governance	
Objective: To report on Gender Mainstreaming						
Performance Indicator: Gender sensitive interventions programmes and projects (Male or Female)						
	UOM	Q1	Q2	Q3	Q4	TARGET
	Quarterly reports to portfolios	1	1	1	1	1

Cluster: Infrastructure		GDS: Roads and Transport			Strategic Priority: Good Governance	
Objective: To surface roads according to the required standards.						
Performance Indicator: Tarred roads according to the approved standards						
	UOM	Q1	Q2	Q3	Q4	TARGET
	km of surfaced roads	20	50	80	120	120
SRAC						
Cluster: Social		GDS: Park, Sport and Recreational Facilities			Strategic Priority: Urban Renewal	
Objective: To create an enabling environment through the provision of Sport, Recreational, Arts and Cultural facilities.						
Performance Indicator: Access to new Library facilities						
	UOM	Q1	Q2	Q3	Q4	TARGET
	Number of new library facilities established	0	0	0	1	1
Performance Indicator: Development of Cultural facilities						
	UOM	Q1	Q2	Q3	Q4	TARGET
	Number of upgrade projects completed	0	0	0	2	2
Performance Indicator: Informal soccer fields developed, upgraded and formalised						
	UOM	Q1	Q2	Q3	Q4	TARGET
	Number of facilities completed	0	0	0	0	0
Performance Indicator: Sport and Recreational facilities maintained according to norms and standards						
	UOM	Q1	Q2	Q3	Q4	TARGET
	Number of facilities maintained	10	20	40	60	60
Performance Indicator: Sport and Recreational facilities upgraded according to norms and standards						
	UOM	Q1	Q2	Q3	Q4	TARGET
	Number of facilities completed	0	1	2	3	3
Cluster: Social		GDS: Parks, Sport and Recreational Facilities			Strategic Priority: Good Governance	
Objective: To preserve and promote Ekurhuleni's heritage and identity						
Performance Indicator: Number of heritage initiatives						
	UOM	Q1	Q2	Q3	Q4	TARGET
	Number of heritage	2	4	6	8	8
Cluster: Institutional		GDS: Governance			Strategic Priority: Good Governance	
Objective: To report on Gender Capacity Building						
Performance Indicator: Gender focal point training, women leadership training and development, youth and children training and development						
	UOM	Q1	Q2	Q3	Q4	TARGET
	Quarterly reports to portfolios	1	1	1	1	1

Cluster: Institutional		GDS: Governance			Strategic Priority: Good Governance	
Objective: To report on Gender Education programmes and Awareness campaigns						
Performance Indicator: Public Education and Awareness programmes, prevention programmes, and projects, HIV/Aids programmes and campaigns						
UOM		Q1	Q2	Q3	Q4	TARGET
Quarterly reports to portfolios		1	1	1	1	1
Cluster: Institutional		GDS: Governance			Strategic Priority: Good Governance	
Objective: To report on Gender Mainstreaming						
Performance Indicator: Gender sensitive interventions programmes and projects (Male or Female)						
UOM		Q1	Q2	Q3	Q4	TARGET
Quarterly reports to portfolios		1	1	1	1	1
Cluster: Social		GDS: Park, Sport and Recreational Facilities			Strategic Priority: Community Participation	
Objective: To transform and develop library media resources services and access to information						
Performance Indicator: Library media resources increased and developed for the community						
UOM		Q1	Q2	Q3	Q4	TARGET
Number of new library media provided		3000	8000	13000	18000	18000
Cluster: Social		GDS: Parks, Sport and Recreational Facilities			Strategic Priority: Community Participation	
Objective: Transformation of society to be self reliant through capacity building						
Performance Indicator: Number of Arts and Culture capacity building programmes						
UOM		Q1	Q2	Q3	Q4	TARGET
Number of participants		475	950	1425	5670	5670
Cluster: Social		GDS: Parks, Sport and Recreational Facilities			Strategic Priority: Community Participation	
Objective: Utilisation of Sport, Recreation, Arts and Culture programmes to enhance social cohesion						
Performance Indicator: Increased participation by community members						
UOM		Q1	Q2	Q3	Q4	TARGET
Number of sport and recreational participants		1100	2800	3300	4300	4300
Performance Indicator: Presented Library programmes to enhance a culture of reading						
UOM		Q1	Q2	Q3	Q4	TARGET
Number of participants		5000	10000	25000	30000	30000
Performance Indicator: Provision of social integration and development programmes to reclaim our African identity						
UOM		Q1	Q2	Q3	Q4	TARGET
Number of participants		19807	39614	58421	79230	79230

2010 and Special Projects						
Cluster: Institutional		GDS: Governance			Strategic Priority: Good Governance	
Objective: To report on Gender Capacity Building						
Performance Indicator: Gender focal point training, women leadership training and development, youth and children training and development						
UOM		Q1	Q2	Q3	Q4	TARGET
Quarterly reports to portfolios		1	1	1	1	1
Cluster: Institutional		GDS: Governance			Strategic Priority: Good Governance	
Objective: To ensure the EMM's state of readiness for the successful hosting of the 2010 FIFA WC						
Performance Indicator: Expenditure on Capital Budget inclusive of National (PTIF) and Provincial Grants for 2010 FIFA WC						
UOM		Q1	Q2	Q3	Q4	TARGET
The objective is to build public transport facilities / infrastructure		20	20	100	100	100
Cluster: Infrastructure		GDS: Governance			Strategic Priority: LED and Job Creation	
Objective: To implement MIG in line with DORA and ensure the 2013 deadline in terms of basic level of services to all households is met						
Performance Indicator: Expenditure on MIG funds						
UOM		Q1	Q2	Q3	Q4	TARGET
100% expenditure on funded projects		0	20	40	100	100
Performance Indicator: Upgrading of four stadiums in Ekurhuleni to worldclass level						
UOM		Q1	Q2	Q3	Q4	TARGET
Number of stadiums to be completed: two		0	0	0	2	2
Performance Indicator: Upgrading of informal Sports fields						
UOM		Q1	Q2	Q3	Q4	TARGET
43 Informal sports field to upgraded		0	0	0	43	43
Cluster: Institutional		GDS: Governance			Strategic Priority: Good Governance	
Objective: To report on Gender Education programmes and Awareness campaigns						
Performance Indicator: Public Education and Awareness programmes, prevention programmes, and projects, HIV/Aids programmes and campaigns						
UOM		Q1	Q2	Q3	Q4	TARGET
Quarterly reports to portfolios		1	1	1	1	1
Cluster: Institutional		GDS: Governance			Strategic Priority: Good Governance	
Objective: To report on Gender Mainstreaming						
Performance Indicator: Gender sensitive intervention programmes and projects (Male or Female)						
UOM		Q1	Q2	Q3	Q4	TARGET
Quarterly reports to portfolios		1	1	1	1	1

Cluster: Economic		GDS: Governance			Strategic Priority: Good Governance	
Objective: To support the two host Cities, COJ and COT together with ORTIA and give effect the 17 National Guarantees for the 2010 FIFA WC						
Performance Indicator: Develop a high-level traffic management and traffic incident management plans						
	UOM	Q1	Q2	Q3	Q4	TARGET
	Traffic-management and incident-management plans completed	0	0	0	2	2
Performance Indicator: Identify and upgrade alternative emergency K-route						
	UOM	Q1	Q2	Q3	Q4	TARGET
	Alternative routes identified and upgraded	0	20	60	100	100
Performance Indicator: Implement and upgrade Infrastructure around the ORTIA and infrastructure leading to the two host cities i.e. R21, R24, N12 and N3						
	UOM	Q1	Q2	Q3	Q4	TARGET
	Number of routes upgraded	0	20	60	100	100
Cluster: Economic		GDS: Economic Transformation			Strategic Priority: LED and Job Creation	
Objective: To use the 2010 FIFA WC as a catalyst for realisation of GDS 2025 focus areas and to ensure a lasting legacy						
Performance Indicator: Bidding and hosting of Major Events						
	UOM	Q1	Q2	Q3	Q4	TARGET
	Number of events hosted by 2010 office: four per annum	1	2	3	4	4

SUPPORTING TABLE 11 CAPITAL EXPENDITURE BY CATEGORY	Preceding Year 2007/08	Current Year 2008/09			Medium-Term Revenue and Expenditure Framework		
		Actual A	Approved Budget B	Adjusted Budget C	Full Year Forecast D	Budget Year 2009/10 Budget E	Budget Year +1 2010/11 Budget F
	INFRASTRUCTURE	860 400 176	1 516 723 002	2 135 210 595	1 814 929 006	1 580 035 233	1 358 694 590
Roads, pavements, bridges and stormwater	382 928 847	477 069 842	956 355 605	812 902 264	461 946 773	428 211 000	518 033 000
Water reservoirs and reticulation	26 365 841	48 881 000	52 027 465	44 223 345	397 684 990	380 340 900	385 304 900
Car parks, bus terminals and taxi ranks	3 961 550	32 713 000	23 550 000	20 017 500	55 168 970	13 900 000	16 300 000
Electricity reticulation	205 976 612	276 335 015	413 941 611	351 850 369	308 218 000	229 820 000	265 399 810
Sewerage purification and reticulation	15 109 867	31 320 000	33 025 000	28 071 250	34 750 000	35 190 000	44 910 000
Housing	166 959 346	259 733 230	287 005 130	243 954 361			
Street lighting	5 936 313	44 232 985	42 508 436	36 132 171	37 500 000	19 580 000	23 680 000
Refuse sites	42 881 228	36 800 000	76 905 000	65 369 250	106 700 000	115 000 000	132 000 000
Footpaths and bicycle paths					2 100 000	1 000 000	1 500 000
Access control					100 000	100 000	500 000
Other	10 280 572	309 637 930	249 892 348	212 408 496	175 866 500	135 552 690	90 491 790
COMMUNITY	95 577 766	280 148 000	245 980 096	209 083 082	318 330 518	245 257 100	167 685 100
Establishment of parks and gardens	23 115 647	47 950 700	44 918 104	38 180 388	70 954 818	44 950 000	41 000 000
Sports fields	10 665 525	104 200 000	73 387 254	62 379 166	53 800 000	15 500 000	7 753 000
Community halls	4 503 417						
Libraries	11 580 617	14 900 000	27 199 070	23 119 210	16 500 000	26 500 000	23 000 000
Recreation facilities	5 673 877	9 100 000	6 100 000	5 185 000	2 000 000	3 000 000	
Clinics	25 278 535	81 795 000	62 313 263	52 966 274	91 303 000	143 785 200	73 950 200
Museums and art galleries	6 701 273	4 200 000	15 703 766	13 348 201	7 500 000	6 000 000	14 000 000
Other	8 058 875	18 002 300	16 358 639	13 904 843	76 272 700	5 521 900	7 981 900
HERITAGE ASSETS							
INVESTMENT PROPERTIES							
OTHER ASSETS	448 261 487	395 365 200	440 905 074	374 769 313	469 319 943	219 491 710	238 988 300
Other motor vehicles	47 376 970	44 225 000	99 240 306	84 354 260	42 811 182	32 422 500	43 640 000
Plant and equipment	143 472 348	18 176 000	19 473 600	16 552 560	39 259 834	31 750 000	29 265 000

SUPPORTING TABLE 11 CAPITAL EXPENDITURE BY CATEGORY	Preceding Year 2007/08	Current Year 2008/09			Medium-Term Revenue and Expenditure Framework		
					Budget Year 2009/10	Budget Year +1 2010/11	Budget Year +2 2011/12
	Actual A	Approved Budget B	Adjusted Budget C	Full Year Forecast D	Budget E	Budget F	Budget G
Office equipment	3 913 385	32 105 500	53 556 748	45 523 236	24 914 934	23 184 110	22 938 300
Markets	21 929	10 230 000	10 230 000	8 695 500	1 000 000	1 865 000	1 000 000
Security measures	2 592 414	5 050 000	5 233 860	4 448 781	1 950 000	150 000	1 340 000
Other land and buildings	27 949 990	178 710 000	169 268 022	143 877 819	273 370 225	56 350 000	64 438 000
Other	222 259 375	106 868 700	83 902 538	71 317 157	86 013 768	73 770 100	76 367 000
Specialised equipment	675 076						
SPECIALISED VEHICLES	49 285 066	56 000 000	72 950 000	60 987 500	15 000 000	5 000 000	4 000 000
Refuse		26 000 000	25 300 000	21 505 000			
Fire	17 939 882	15 000 000	30 000 000	25 500 000			
Other Vehicles			1 200 000				
Buses	31 345 184	15 000 000	16 450 000	13 982 500	15 000 000	5 000 000	4 000 000
TOTAL CAPITAL EXPENDITURE	1 453 524 495	2 248 236 202	2 895 045 765	2 459 768 900	2 382 685 694	1 828 443 400	1 888 792 900

Column Definitions:

A. The actual for 2007/08 as per the audited financial statements.

B. The original budget approved by council for the 2008/09 budget year.

C. The budget for 2008/09 budget year as adjusted by Council resolution in terms of Section 28 of the MFMA.

D. An estimate of final actual figures (pre-audit) for the 2008/09 budget year at the point in time of preparing the budget for the 2009/10 budget year.

E. The amount to be appropriated for the 2009/10 budget year.

F. The indicative projection for 2010/11

G. The indicative projection for 2011/12

Financial Indicators	Basis of Calculation	Year 2006/2007	Year 2007/2008	Current Year 2008/2009	Budget Year 2009/2010	Budget Year 2010/2011	Budget Year 2011/2012
Borrowing Management:							
Borrowings to Assets	Total Long-term borrowing / Total Assets	0.14	0.15	0.22	0.21	0.23	0.25
Capital Charges to Operating Expenditure	Interest and Principal Paid / Operating Expenditure	0.02	0.02	0.02	0.02	0.02	0.02
Safety of Capital:							
Debt to Equity	Loans, Accounts Payable, Overdraft and Tax Provision/ Funds and Reserves	1.20	0.77	0.84	0.00	0.00	0.00
Gearing	Funds and Reserves/ Long-term Borrowing	1.80	2.24	1.32	0.00	0.00	0.00
Liquidity:							
Current Ratio	Current Assets / Current Liabilities	2.18	1.78	1.59	1.05	1.03	0.87
Revenue Management							
Annual Debtors Collection Rate (Payment level %)	Last 12 months receipts / Last 12 months billing	88.57%	88.57%	88.55%	95%	95%	95%
Outstanding Debtors to Revenue	Total Outstanding Debtors / Annual Revenue	0.95	0.24	0.19	0.15	0.13	0.11
Other indicators							
Electricity Distribution Losses % Value	(Total units purchased less total units sold) / Total units purchased	7.3%	3.9%	7%	7%	7%	7%
Water Distribution losses % Value	(Total units purchased less total units sold)/ Total units purchased	25	15.21	18.5	17.5	16.5	15.50

5.7 DISCLOSURE ON IMPLEMENTATION OF MFMA AND OTHER LEGISLATION

Ekurhuleni Metropolitan Municipality continues to follow the prescripts of the Municipal Finance Management Act (MFMA) 56 of 2003 and places the highest priority on conformance.

The National Treasury Circular 48 was only released and received on 2 March 2009, and therefore this budget preparation process is in accordance with the National Treasury's MFMA Circulars 28 and 45 regarding budget content and format. This ensures:

- Legal compliance;
- Strong political oversight;
- Improved performance by officials;
- Linkage between the budget and priorities of the council; and
- Clear communication with the community and other relevant stakeholders.

The Council's Supply-Chain Management Policy reflects government guidance and legal requirements. It is intended to achieve value for money and equity.

The reform agenda embodied in the MFMA includes new accounting and financial reporting standards which bring local government closer to international practices. National standards, known as Generally Recognised Accounting Practice (GRAP) have been adopted and are fully realised in this budget document. The additional accounting standards issued under GRAP 3 will be complied with in a phased manner.

Each month a report is submitted to the National Treasury confirming full compliance by the EMM with the MFMA. This process ensures regular internal monitoring of MFMA arrangements by the Finance Department and the alignment of changing circumstance to MFMA requirements.

The multi-year budget framework allows the integration of budgeting with strategic policy decisions, the performance management system and public consultation requirements. This is designed to achieve improvements in community-focused service delivery and value for money. The process offers major challenges to the financial systems which will be addressed appropriately.

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CITY DEVELOPMENT	ACTUAL INCOME / EXPENDITURE 2007 / 2008	BUDGET 2008 / 2009	ACTUAL 9 MONTHS 2008 / 2009	EXPECTED INCOME EXPENDITURE 2008 / 2009	BUDGET 2009 / 2010	% INCREASE Budget to Budget	% OF TOTAL	BUDGET 2010 / 2011	BUDGET 2011 / 2012
	R	R	R	R	R			R	R
INCOME									
Property Rates									
Plus Penalties Imposed									
User Charges for Services									
Rent of Facilities and Equipment									
Interest Earned - External Investments									
Interest Earned - Outstanding Debtors									
Fines									
Certificates and Permits	2 934 252	4 326 400	1 655 593	2 173 512	3 136 345	-28%	97.9%	3 449 981	3 794 980
Income from Agency Services									
Operating Grants and Subsidies									
Capital Grants									
Gain on Sale of Assets (Gains on disposal of investments)									
Deferred Income									
Municipal Entities									
Other Income	130 991	63 223	104 275	152 760	65 872	4%	2.1%	72 461	79 710
OPERATING INCOME GENERATED	3 065 243	4 389 623	1 759 868	2 326 272	3 202 217	-27%	100%	3 522 442	3 874 690
Less: Income foregone									
TOTAL OPERATING INCOME	3 065 243	4 389 623	1 759 868	2 326 272	3 202 217	-27%	100%	3 522 442	3 874 690
Internal Transfers:									
Internal Recoveries	641 022	1 831 453	449 641	597 953	1 233 382	-33%		1 286 248	1 398 983
NET OPERATING INCOME	3 706 265	6 221 076	2 209 509	2 924 225	4 435 599	-29%		4 808 690	5 273 673

CITY DEVELOPMENT	ACTUAL INCOME / EXPENDITURE 2007 / 2008	BUDGET 2008 / 2009	ACTUAL 9 MONTHS 2008 / 2009	EXPECTED INCOME EXPENDITURE 2008 / 2009	BUDGET 2009 / 2010	% INCREASE Budget to Budget	% OF TOTAL	BUDGET 2010 / 2011	BUDGET 2011 / 2012
	R	R	R	R	R			R	R
EXPENDITURE									
Employee Related Costs - Salaries and Wages	42 064 695	59 718 733	35 607 680	47 955 100	65 159 956	9%	66.7%	71 675 958	78 843 559
Employee Related Costs - Social Contributions	9 317 996	14 059 775	7 648 789	10 161 774	13 996 364		14.3%	15 396 002	16 935 607
Employee Related Costs - Salaries Capitalised		(263 000)			(263 000)		-0.3%	(263 000)	(263 000)
Remuneration of Councillors									
Bad Debts (Provision for Bad Debts)									
Collection Costs									
Depreciation					2 690 610		2.8%	2 959 671	3 255 638
Repairs and Maintenance - External Cost	672 293	1 394 454	532 397	635 630	976 000	-30%	1.0%	1 093 120	1 224 293
Repairs and Maintenance - Internal Charges	40 100	51 930	106 901	60 872	38 466	-26%		42 312	46 543
Interest Expense - External Borrowings									
Bulk Purchases									
Contracted Services	220 323	384 285	202 861	280 199	317 000	-18%	0.3%	355 040	397 644
Grants and Subsidies Paid									
Grants Expenditure									
General Expenses - Other	6 721 386	15 371 630	4 576 393	6 551 433	14 806 300	-4%	15.2%	14 822 736	15 994 636
Loss on Sale of Properties									
TOTAL OPERATING EXPENDITURE	59 036 793	90 717 807	48 675 021	65 645 008	97 721 696	8%	100%	106 081 839	116 434 920
Internal Transfers:									
Internal Charges	4 670 291	5 488 517	4 003 652	5 396 432	6 784 630	24%		7 482 945	8 151 737
NET OPERATING EXPENDITURE	63 707 084	96 206 324	52 678 673	71 041 440	104 506 326	9%		113 564 784	124 586 657
OPERATING SURPLUS/(DEFICIT)	(60 000 819)	(89 985 248)	(50 469 164)	(68 117 215)	(100 070 727)			(108 756 094)	(119 312 984)
Contribution to Capital Budget									
Total Transfers to Cash-Backed Reserves									
Total Transfers from Cash-Backed Reserves									
Total Other Adjustments									
NET OPERATING SURPLUS/ (DEFICIT)	(60 000 819)	(89 985 248)	(50 469 164)	(68 117 215)	(100 070 727)			(108 756 094)	(119 312 984)

CITY MANAGER	ACTUAL INCOME / EXPENDITURE 2007 / 2008	BUDGET 2008 / 2009	ACTUAL 9 MONTHS 2008 / 2009	EXPECTED INCOME EXPENDITURE 2008 / 2009	BUDGET 2009 / 2010	% INCREASE Budget to Budget	% OF TOTAL	BUDGET 2010 / 2011	BUDGET 2011 / 2012
	R	R	R	R	R				R
INCOME									
Property Rates									
Plus Penalties Imposed									
User Charges for Services									
Rent of Facilities and Equipment									
Interest Earned - External Investments									
Interest Earned - Outstanding Debtors									
Fines									
Certificates and Permits									
Income from Agency Services									
Operating Grants and Subsidies	713 202	1 272 000	714 652	878 991		-100%			
Capital Grants									
Gain on Sale of Assets (Gains on disposal of investments)									
Deferred Income									
Municipal entities									
Other Income	6 311	876	2 677	4 259	870	-1%	100%	957	1 053
OPERATING INCOME GENERATED	719 513	1 272 876	717 329	883 250	870	-100%	100%	957	1 053
Less: Income foregone									
TOTAL OPERATING INCOME	719 513	1 272 876	717 329	883 250	870	-100%	100%	957	1 053
Internal Transfers:									
Internal Recoveries	1 403 893	1 236 744	1 097 881	1 405 050	1 034 740	-16%		1 122 187	1 217 096
NET OPERATING INCOME	2 123 406	2 509 620	1 815 210	2 288 300	1 035 610	-59%		1 123 144	1 218 149

CITY MANAGER	ACTUAL INCOME / EXPENDITURE 2007 / 2008	BUDGET 2008 / 2009	ACTUAL 9 MONTHS 2008 / 2009	EXPECTED INCOME EXPENDITURE 2008 / 2009	BUDGET 2009 / 2010	% INCREASE Budget to Budget	% OF TOTAL	BUDGET 2010 / 2011	BUDGET 2011 / 2012
	R	R	R	R	R			R	R
EXPENDITURE									
Employee Related Costs - Salaries and Wages	5 002 417	5 437 378	5 358 744	7 248 608	6 698 534	23%	37.8%	7 368 388	8 105 229
Employee Related Costs - Social Contributions	309 115	417 771	322 571	431 055	464 211	11%	2.6%	510 633	561 697
Employee Related Costs - Salaries Capitalised		(1 250 000)			(1 250 000)		-7.1%	(1 250 000)	(1 250 000)
Remuneration of Councillors									
Bad Debts (Provision for Bad Debts)									
Collection Costs									
Depreciation	4 200 000	4 410 000	3 307 500	4 410 000	708 420	-84%	4.0%	779 262	857 188
Repairs and Maintenance - External Cost	10 536	42 569	16 673	14 796	42 000	-1%	0.2%	47 040	52 685
Repairs and Maintenance - Internal Charges	3 000	7 572	3 166	5 427	8 329	10%	-	9 162	10 078
Interest Expense - External Borrowings									
Bulk Purchases									
Contracted Services									
Grants and Subsidies Paid									
Grants Expenditure									
General Expenses - Other	11 686 146	11 494 110	10 420 817	13 007 669	11 055 500	-4%	62.4%	11 942 026	12 897 390
Loss on Sale of Properties									
TOTAL OPERATING EXPENDITURE	21 211 214	20 559 400	19 429 471	25 117 555	17 726 994	-14%	100%	19 406 511	21 234 267
Internal Transfers:									
Internal Charges	78 510	47 587	21 107	39 660	117 359	147%		129 012	61 961
NET OPERATING EXPENDITURE	21 289 724	20 606 987	19 450 578	25 157 215	17 844 353	-13%		19 535 523	21 296 228
OPERATING SURPLUS/(DEFICIT)	(19 166 318)	(18 097 367)	(17 635 368)	(22 868 915)	(16 808 743)			(18 412 379)	(20 078 079)
Contribution to Capital Budget									
Total Transfers to Cash-Backed Reserves									
Total Transfers from Cash-Backed Reserves									
Total Other Adjustments									
NET OPERATING SURPLUS/ (DEFICIT)	(19 166 318)	(18 097 367)	(17 635 368)	(22 868 915)	(16 808 743)			(18 412 379)	(20 078 079)

COMMUNICATIONS AND MARKETING	ACTUAL INCOME / EXPENDITURE 2007 / 2008	BUDGET 2008 / 2009	ACTUAL 9 MONTHS 2008 / 2009	EXPECTED INCOME EXPENDITURE 2008 / 2009	BUDGET 2009 / 2010	% INCREASE Budget to Budget	% OF TOTAL	BUDGET 2010 / 2011	BUDGET 2011 / 2012
	R	R	R	R	R			R	R
INCOME									
Property Rates									
Plus Penalties Imposed									
User Charges for Services									
Rent of Facilities and Equipment									
Interest Earned - External Investments									
Interest Earned - Outstanding Debtors									
Fines									
Certificates and Permits									
Income from Agency Services									
Operating Grants and Subsidies									
Capital Grants									
Gain on Sale of Assets (Gains on disposal of investments)									
Deferred Income									
Municipal entities									
Other Income	7 998		3 741	6 172	1 000		100%	1 100	1 210
OPERATING INCOME GENERATED	7 998		3 741	6 172	1 000		100%	1 100	1 210
Less: Income foregone									
TOTAL OPERATING INCOME	7 998		3 741	6 172	1 000		100%	1 100	1 210
Internal Transfers:									
Internal Recoveries	1 026 241	1 119 809	688 163	935 813	1 144 764	2%		1 247 905	1 357 628
NET OPERATING INCOME	1 034 239	1 119 809	691 904	941 985	1 145 764	2%		1 249 005	1 358 838

COMMUNICATIONS AND MARKETING	ACTUAL INCOME / EXPENDITURE 2007 / 2008	BUDGET 2008 / 2009	ACTUAL 9 MONTHS 2008 / 2009	EXPECTED INCOME EXPENDITURE 2008 / 2009	BUDGET 2009 / 2010	% INCREASE Budget to Budget	% OF TOTAL	BUDGET 2010 / 2011	BUDGET 2011 / 2012
	R	R	R	R	R			R	R
EXPENDITURE									
Employee Related Costs - Salaries and Wages	12 323 848	16 456 500	11 256 992	15 211 559	17 670 042	7%	39.6%	19 437 046	21 380 750
Employee Related Costs - Social Contributions	2 605 024	3 676 563	2 143 764	2 811 422	3 576 491	-3%	8.0%	3 934 141	4 327 555
Employee Related Costs - Salaries Capitalised									
Remuneration of Councillors									
Bad Debts (Provision for Bad Debts)									
Collection Costs									
Depreciation					240 190		0.5%	264 209	290 630
Repairs and Maintenance - External cost	33 277	119 154	26 275	42 050	255 000	114%	0.6%	285 600	319 872
Repairs and Maintenance - Internal charges	5 250	14 456	5 357	9 183	15 902	10%		17 492	19 241
Interest Expense - External Borrowings									
Bulk Purchases									
Contracted Services									
Grants and Subsidies Paid									
Grants Expenditure									
General Expenses - Other	25 063 379	25 949 129	13 549 892	18 647 203	22 814 900	-12%	51.2%	24 645 090	26 616 697
Loss on Sale of Properties									
TOTAL OPERATING EXPENDITURE	40 030 778	46 215 802	26 982 280	36 721 417	44 572 525	-4%	100%	48 583 578	52 954 745
Internal Transfers:									
Internal Charges	532 116	510 669	333 704	465 848	675 071	32%		740 720	706 459
NET OPERATING EXPENDITURE	40 562 894	46 726 471	27 315 984	37 187 265	45 247 596	-3%		49 324 298	53 661 204
OPERATING SURPLUS/(DEFICIT)	(39 528 655)	(45 606 662)	(26 624 080)	(36 245 280)	(44 101 832)			(48 075 293)	(52 302 366)
Contribution to Capital Budget									
Total Transfers to Cash-Backed Reserves									
Total Transfers from Cash-Backed Reserves									
Total Other Adjustments									
NET OPERATING SURPLUS/ (DEFICIT)	(39 528 655)	(45 606 662)	(26 624 080)	(36 245 280)	(44 101 832)			(48 075 293)	(52 302 366)

COMMUNITY SAFETY	ACTUAL INCOME / EXPENDITURE 2007 / 2008	BUDGET 2008 / 2009	ACTUAL 9 MONTHS 2008 / 2009	EXPECTED INCOME EXPENDITURE 2008 / 2009	BUDGET 2009 / 2010	% INCREASE Budget to Budget	% OF TOTAL	BUDGET 2010 / 2011	BUDGET 2011 / 2012
	R	R	R	R	R			R	R
INCOME									
Property Rates							0.0%		
Plus Penalties Imposed							0.0%		
User Charges for Services	2 008 570	10 074 543	5 177 319	7 917 844	7 768 267	-23%	2.3%	8 545 091	9 399 601
Rent of Facilities and Equipment	430	413	300	514	420	2%	0.0%	462	508
Interest Earned - External Investments							0.0%		
Interest Earned - Outstanding Debtors							0.0%		
Fines	38 562 478	59 940 177	35 083 521	43 037 418	60 800 000	1%	18.1%	66 879 999	73 567 999
Certificates and Permits	4 381 019	379 783	1 342 771	17 283 207	1 767 890	366%	0.5%	1 944 682	2 139 149
Income from Agency Services	143 081 622	157 923 733	111 707 045	149 566 408	165 158 976	5%	49.2%	181 674 881	199 842 370
Operating Grants and Subsidies	85 480 022	92 299 035	69 212 940	118 650 754	96 850 000	5%	28.8%	105 740 000	111 630 000
Capital Grants		12 600 000	6 358 112	6 608 007		-100%	0.0%		
Gain on Sale of Assets (Gains on disposal of investments)									
Deferred Income							0.0%		
Municipal entities									
Other Income	4 500 419	3 142 433	3 919 945	3 948 212	3 637 118	16%	1.1%	4 000 830	4 400 913
OPERATING INCOME GENERATED	278 014 560	336 360 117	232 801 953	347 012 364	335 982 671	0%	100.0%	368 785 945	400 980 540
Less: Income foregone							0.0%		
TOTAL OPERATING INCOME	278 014 560	336 360 117	232 801 953	347 012 364	335 982 671	0%	100.0%	368 785 945	400 980 540
Internal Transfers:									
Internal Recoveries	49 419 566	57 603 475	44 139 041	64 449 516	125 604 169	118%		138 162 772	151 976 291
NET OPERATING INCOME	327 434 126	393 963 592	276 940 994	411 461 880	461 586 840	17%		506 948 717	552 956 831

COMMUNITY SAFETY	ACTUAL INCOME / EXPENDITURE 2007 / 2008	BUDGET 2008 / 2009	ACTUAL 9 MONTHS 2008 / 2009	EXPECTED INCOME EXPENDITURE 2008 / 2009	BUDGET 2009 / 2010	% INCREASE Budget to Budget	% OF TOTAL	BUDGET 2010 / 2011	BUDGET 2011 / 2012
	R	R	R	R	R			R	R
EXPENDITURE									
Employee Related Costs - Salaries and Wages	552 729 649	583 225 269	535 195 585	709 690 349	692 199 117	19%	64.8%	764 168 805	840 585 707
Employee Related Costs - Social Contributions	122 629 743	154 865 250	109 696 946	144 392 609	180 764 600	17%	16.9%	199 622 404	219 584 657
Employee Related Costs - Salaries Capitalised		(4 928 980)			(4 928 980)	0%	-0.5%	(4 928 980)	(4 928 980)
Remuneration of Councillors							0.0%		
Bad Debts (Provision for Bad Debts)		1 349 775	1 012 331	1 349 775		-100%	0.0%		
Collection Costs							0.0%		
Depreciation	22 050 000	23 152 500	17 364 375	23 152 500	7 659 870	-67%	0.7%	8 425 857	9 268 443
Repairs and Maintenance - External cost	33 649 318	31 667 821	15 396 532	18 689 643	34 141 300	8%	3.2%	38 238 256	42 826 849
Repairs and Maintenance - Internal charges	3 779 076	8 019 383	4 388 972	6 225 221	8 331 604	4%	0.8%	9 164 761	10 081 237
Interest Expense - External Borrowings							0.0%		
Bulk Purchases						15%	0.0%		
Contracted Services	57 235 631	82 045 940	62 807 514	81 163 478	93 595 000	14%	8.8%	104 826 400	117 405 568
Grants and Subsidies Paid							0.0%		
Grants Expenditure									
General Expenses - Other	57 279 391	60 148 619	35 401 298	46 592 733	56 844 300	-5%	5.3%	62 610 678	67 533 251
Loss on Sale of Properties									
TOTAL OPERATING EXPENDITURE	849 352 808	939 545 577	781 263 553	1 031 256 308	1 068 606 811	14%	100.0%	1 182 128 181	1 302 356 732
Internal Transfers:									
Internal Charges	39 264 859	33 520 919	49 124 296	72 783 186	41 238 856	23%		45 303 810	49 099 843
NET OPERATING EXPENDITURE	888 617 667	973 066 496	830 387 849	1 104 039 494	1 109 845 667	14%		1 227 431 991	1 351 456 575
OPERATING SURPLUS/(DEFICIT)	(561 183 541)	(579 102 904)	(553 446 855)	(692 577 614)	(648 258 827)			(720 483 274)	(798 499 744)
Contribution to Capital Budget									
Total Transfers to Cash-Backed Reserves	1 265 517	12 600 000	6 358 112	12 474 000					
Total Transfers from Cash-Backed Reserves									
Total Other Adjustments									
NET OPERATING SURPLUS/ (DEFICIT)	(562 449 058)	(591 702 904)	(559 804 967)	(705 051 614)	(648 258 827)			(720 483 274)	(798 499 744)

COUNCIL GENERAL	ACTUAL INCOME / EXPENDITURE 2007 / 2008	BUDGET 2008 / 2009	ACTUAL 9 MONTHS 2008 / 2009	EXPECTED INCOME EXPENDITURE 2008 / 2009	BUDGET 2009 / 2010	% INCREASE Budget to Budget	% OF TOTAL	BUDGET 2010 / 2011	BUDGET 2011 / 2012
	R	R	R	R	R			R	R
INCOME									
Property Rates									
Plus Penalties Imposed									
User Charges for Services									
Rent of Facilities and Equipment									
Interest Earned - External Investments									
Interest Earned - Outstanding Debtors									
Fines									
Certificates and Permits									
Income from Agency Services									
Operating Grants and Subsidies									
Capital Grants									
Gain on Sale of Assets (Gains on disposal of investments)									
Deferred Income					192 937 500		100%	212 231 250	233 454 375
Municipal entities	3 181 412								
Other Income									
OPERATING INCOME GENERATED	3 181 412				192 937 500		100%	212 231 250	233 454 375
Less: Income foregone									
TOTAL OPERATING INCOME	3 181 412				192 937 500		100%	212 231 250	233 454 375
Internal Transfers:									
Internal Recoveries									
NET OPERATING INCOME	3 181 412				192 937 500			212 231 250	233 454 375

COUNCIL GENERAL	ACTUAL INCOME / EXPENDITURE 2007 / 2008	BUDGET 2008 / 2009	ACTUAL 9 MONTHS 2008 / 2009	EXPECTED INCOME EXPENDITURE 2008 / 2009	BUDGET 2009 / 2010	% INCREASE Budget to Budget	% OF TOTAL	BUDGET 2010 / 2011	BUDGET 2011 / 2012
	R	R	R	R	R			R	R
EXPENDITURE									
Employee Related Costs - Salaries and Wages	36 308	141 566 312	112 807	119 072	54 810 853	-61%	17.9%	113 605 465	111 899 346
Employee Related Costs - Social Contributions	9 603	235 239	76 623	102 164	46 943 676	19856%	15.3%	51 638 044	56 801 848
Employee Related Costs - Salaries Capitalised									
Remuneration of Councillors									
Bad Debts (Provision for Bad Debts)									
Collection Costs									
Depreciation					870 000		0.3%	957 000	1 052 700
Repairs and Maintenance - External cost	11 525 844	69 745 350	69 158 880	70 060 625	38 902 000	-44%	12.7%	193 570 240	416 798 669
Repairs and Maintenance - Internal charges		4 844 800			9 997 643	106%	3.3%	10 997 407	12 097 148
Interest Expense - External Borrowings									
Bulk Purchases									
Contracted Services	21 473 365	2 487 773	2 422 359	4 152 616	4 000 000	101%	1.6%	5 600 000	6 272 000
Grants and Subsidies Paid	340 653								
Grants Expenditure									
General Expenses - Other	87 786 869	109 237 096	47 037 493	62 118 354	148 604 000	37%	48.9%	160 608 000	172 600 320
Loss on Sale of Properties	31 652 079								
TOTAL OPERATING EXPENDITURE	152 824 721	328 116 570	118 808 162	136 552 831	304 128 172	-7%	100%	536 976 156	777 522 031
Internal Transfers:									
Internal Charges									
NET OPERATING EXPENDITURE	152 824 721	328 116 570	118 808 162	136 552 831	304 128 172	-7%		536 976 156	777 522 031
OPERATING SURPLUS/(DEFICIT)	(149 643 309)	(328 116 570)	(118 808 162)	(136 552 831)	(111 190 672)			(324 744 906)	(544 067 656)
Contribution to Capital Budget									
Total Transfers to Cash-Backed Reserves									
Total Transfers from Cash-Backed Reserves									
Total Other Adjustments									
NET OPERATING SURPLUS/ (DEFICIT)	(149 643 309)	(328 116 570)	(118 808 162)	(136 552 831)	(111 190 672)			(324 744 906)	(544 067 656)

CUSTOMER CARE CENTRES	ACTUAL INCOME / EXPENDITURE 2007 / 2008	BUDGET 2008 / 2009	ACTUAL 9 MONTHS 2008 / 2009	EXPECTED INCOME EXPENDITURE 2008 / 2009	BUDGET 2009 / 2010	% INCREASE Budget to Budget	% OF TOTAL	BUDGET 2010 / 2011	BUDGET 2011 / 2012
	R	R	R	R	R			R	R
INCOME									
Property Rates									
Plus Penalties Imposed									
User Charges for Services									
Rent of Facilities and Equipment									
Interest Earned - External Investments									
Interest Earned - Outstanding Debtors									
Fines									
Certificates and Permits									
Income from Agency Services									
Operating Grants and Subsidies									
Capital Grants									
Gain on Sale of Assets (Gains on disposal of investments)									
Deferred Income									
Municipal entities									
Other Income	4 938		5 864	6 635	4 938		100%	5 433	5 976
OPERATING INCOME GENERATED	4 938		5 864	6 635	4 938		100%	5 433	5 976
Less: Income foregone									
TOTAL OPERATING INCOME	4 938		5 864	6 635	4 938		100%	5 433	5 976
Internal Transfers:									
Internal Recoveries									
NET OPERATING INCOME	4 938		5 864	6 635	4 938			5 433	5 976

CUSTOMER CARE CENTRES	ACTUAL INCOME / EXPENDITURE 2007 / 2008	BUDGET 2008 / 2009	ACTUAL 9 MONTHS 2008 / 2009	EXPECTED INCOME EXPENDITURE 2008 / 2009	BUDGET 2009 / 2010	% INCREASE Budget to Budget	% OF TOTAL	BUDGET 2010 / 2011	BUDGET 2011 / 2012
	R	R	R	R	R			R	R
EXPENDITURE									
Employee Related Costs - Salaries and Wages	10 223 081	14 718 413	13 193 211	14 594 882	28 550 381	94%	57.5%	31 405 424	34 545 976
Employee Related Costs - Social Contributions	876 389	179 219	1 695 777	1 502 064	3 657 810	1941%	7.4%	4 023 593	4 425 948
Employee Related Costs - Salaries Capitalised		(1 501 000)			(1 501 000)		-3.0%	(1 501 000)	(1 501 000)
Remuneration of Councillors									
Bad Debts (Provision for Bad Debts)									
Collection Costs									
Depreciation					2 115 110		4.3%	2 326 621	2 559 283
Repairs and Maintenance - External cost	10 458 183	6 606 985	3 596 297	4 055 673	14 410 000	118%	29.0%	16 139 200	18 075 909
Repairs and Maintenance - Internal charges	289 781	135 680	203 448	304 141		-100%			
Interest Expense - External Borrowings									
Bulk Purchases									
Contracted Services	26 000								
Grants and Subsidies Paid									
Grants Expenditure									
General Expenses - Other	2 204 420	2 731 179	1 514 832	2 167 226	2 415 400	-12%	4.9%	2 594 996	2 785 777
Loss on Sale of Properties									
TOTAL OPERATING EXPENDITURE	24 077 854	22 870 476	20 203 565	22 623 986	49 647 701	117%	100%	54 988 834	60 891 893
Internal Transfers:									
Internal Charges	79 454	1 628 988	179 312	225 749	844 676	-48%		929 144	1 022 058
NET OPERATING EXPENDITURE	24 157 308	24 499 464	20 382 877	22 849 735	50 492 377	106%		55 917 978	61 913 951
OPERATING SURPLUS/(DEFICIT)	(24 152 370)	(24 499 464)	(20 377 013)	(22 843 100)	(50 487 439)			(55 912 545)	(61 907 975)
Contribution to Capital Budget									
Total Transfers to Cash-Backed Reserves									
Total Transfers from Cash-Backed Reserves									
Total Other Adjustments									
NET OPERATING SURPLUS/ (DEFICIT)	(24 152 370)	(24 499 464)	(20 377 013)	(22 843 100)	(50 487 439)			(55 912 545)	(61 907 975)

DEPUTY CITY MANAGER - CORPORATE	ACTUAL INCOME / EXPENDITURE 2007 / 2008	BUDGET 2008 / 2009	ACTUAL 9 MONTHS 2008 / 2009	EXPECTED INCOME EXPENDITURE 2008 / 2009	BUDGET 2009 / 2010	% INCREASE Budget to Budget	% OF TOTAL	BUDGET 2010 / 2011	BUDGET 2011 / 2012
	R	R	R	R	R			R	R
INCOME									
Property Rates									
Plus Penalties Imposed									
User Charges for Services									
Rent of Facilities and Equipment									
Interest Earned - External Investments									
Interest Earned - Outstanding Debtors									
Fines									
Certificates and Permits									
Income from Agency Services									
Operating Grants and Subsidies		2 000 000				-100%			
Capital Grants									
Gain on Sale of Assets (Gains on disposal of investments)									
Deferred Income									
Municipal entities									
Other Income	2 884			867	1 982		100%	2 180	2 398
OPERATING INCOME GENERATED	2 884	2 000 000		867	1 982	-100%	100%	2 180	2 398
Less: Income foregone									
TOTAL OPERATING INCOME	2 884	2 000 000		867	1 982	-100%	100%	2 180	2 398
Internal Transfers:									
Internal Recoveries									
NET OPERATING INCOME	2 884	2 000 000		867	1 982	-100%		2 180	2 398

DEPUTY CITY MANAGER - CORPORATE	ACTUAL INCOME / EXPENDITURE 2007 / 2008	BUDGET 2008 / 2009	ACTUAL 9 MONTHS 2008 / 2009	EXPECTED INCOME EXPENDITURE 2008 / 2009	BUDGET 2009 / 2010	% INCREASE Budget to Budget	% OF TOTAL	BUDGET 2010 / 2011	BUDGET 2011 / 2012
	R	R	R	R	R			R	R
EXPENDITURE									
Employee Related Costs - Salaries and Wages	6 935 054	16 530 194	693 854	3 949 353	2 427 955	-85%	75.7%	2 670 752	2 937 827
Employee Related Costs - Social Contributions	1 052 762	4 709 532	72 473	769 870	122 802	-97%	3.8%	135 082	148 590
Employee Related Costs - Salaries Capitalised									
Remuneration of Councillors									
Bad Debts (Provision for Bad Debts)									
Collection Costs									
Depreciation					156 550		4.9%	172 205	189 426
Repairs and Maintenance - External cost	142	6 700			5 000	-25%	0.2%	5 600	6 272
Repairs and Maintenance - Internal charges									
Interest Expense - External Borrowings									
Bulk Purchases									
Contracted Services									
Grants and Subsidies Paid									
Grants Expenditure									
General Expenses - Other	347 224	2 560 500	1 340 499	969 538	494 800	-81%	15.4%	534 384	577 135
Loss on Sale of Properties									
TOTAL OPERATING EXPENDITURE	8 335 182	23 806 926	2 106 826	5 688 761	3 207 107	-87%	100%	3 518 023	3 859 250
Internal Transfers:									
Internal Charges	39 255	54 383	31 318	45 326	58 678	8%		64 506	70 812
NET OPERATING EXPENDITURE	8 374 437	23 861 309	2 138 144	5 734 087	3 265 785	-86%		3 582 529	3 930 062
OPERATING SURPLUS/(DEFICIT)	(8 371 553)	(21 861 309)	(2 138 144)	(5 733 220)	(3 263 803)			(3 580 349)	(3 927 664)
Contribution to Capital Budget									
Total Transfers to Cash-Backed Reserves									
Total Transfers from Cash-Backed Reserves									
Total Other Adjustments									
NET OPERATING SURPLUS/ (DEFICIT)	(8 371 553)	(21 861 309)	(2 138 144)	(5 733 220)	(3 263 803)			(3 580 349)	(3 927 664)

DEPUTY CITY MANAGER - OPERATIONS	ACTUAL INCOME / EXPENDITURE 2007 / 2008	BUDGET 2008 / 2009	ACTUAL 9 MONTHS 2008 / 2009	EXPECTED INCOME EXPENDITURE 2008 / 2009	BUDGET 2009 / 2010	% INCREASE Budget to Budget	% OF TOTAL	BUDGET 2010 / 2011	BUDGET 2011 / 2012
	R	R	R	R	R			R	R
INCOME									
Property Rates									
Plus Penalties Imposed									
User Charges for Services									
Rent of Facilities and Equipment									
Interest Earned - External Investments									
Interest Earned - Outstanding Debtors									
Fines									
Certificates and Permits									
Income from Agency Services									
Operating Grants and Subsidies	8 144 719	1 501 244	1 430 530	2 085 492		-100%			
Capital Grants									
Gain on Sale of Assets (Gains on disposal of investments)									
Deferred Income									
Municipal entities									
Other Income									
OPERATING INCOME GENERATED	8 144 719	1 501 244	1 430 530	2 085 492		-100%			
Less: Income foregone									
TOTAL OPERATING INCOME	8 144 719	1 501 244	1 430 530	2 085 492		-100%			
Internal Transfers:									
Internal Recoveries	215 469	651 435	188 631	249 570	767 244	18%		841 657	923 304
NET OPERATING INCOME	8 360 188	2 152 679	1 619 161	2 335 062	767 244	-64%		841 657	923 304

DEPUTY CITY MANAGER - OPERATIONS	ACTUAL INCOME / EXPENDITURE 2007 / 2008	BUDGET 2008 / 2009	ACTUAL 9 MONTHS 2008 / 2009	EXPECTED INCOME EXPENDITURE 2008 / 2009	BUDGET 2009 / 2010	% INCREASE Budget to Budget	% OF TOTAL	BUDGET 2010 / 2011	BUDGET 2011 / 2012
	R	R	R	R	R			R	R
EXPENDITURE									
Employee Related Costs - Salaries and Wages	3 695 613	1 955 353	1 217 070	1 295 769	6 623 470	239%	79.0%	7 285 818	8 014 402
Employee Related Costs - Social Contributions	794 728	188 299	274 729	289 394	1 221 173	549%	14.6%	1 343 292	1 477 623
Employee Related Costs - Salaries Capitalised									
Remuneration of Councillors									
Bad Debts (Provision for Bad Debts)									
Collection Costs									
Depreciation									
Repairs and Maintenance - External cost	3 414	6 700	1 811	3 105	5 000	-25%	0.1%	5 600	6 272
Repairs and Maintenance - Internal charges									
Interest Expense - External Borrowings									
Bulk Purchases									
Contracted Services									
Grants and Subsidies Paid									
Grants Expenditure									
General Expenses - Other	8 652 910	2 064 744	1 558 593	2 613 187	538 600	-74%	6.4%	581 688	628 223
Loss on Sale of Properties									
TOTAL OPERATING EXPENDITURE	13 146 665	4 215 096	3 052 203	4 201 455	8 388 243	99%	100%	9 216 398	10 126 520
Internal Transfers:									
Internal Charges	78 510	108 766	62 635	90 652	117 356	8%		129 012	141 624
NET OPERATING EXPENDITURE	13 225 175	4 323 862	3 114 838	4 292 107	8 505 599	97%		9 345 410	10 268 144
OPERATING SURPLUS/(DEFICIT)	(4 864 987)	(2 171 183)	(1 495 677)	(1 957 045)	(7 738 355)			(8 503 753)	(9 344 840)
Contribution to Capital Budget									
Total Transfers to Cash-Backed Reserves									
Total Transfers from Cash-Backed Reserves									
Total Other Adjustments									
NET OPERATING SURPLUS/ (DEFICIT)	(4 864 987)	(2 171 183)	(1 495 677)	(1 957 045)	(7 738 355)			(8 503 753)	(9 344 840)

DEPUTY CITY MANAGER - STRATEGIC	ACTUAL INCOME / EXPENDITURE 2007 / 2008	BUDGET 2008 / 2009	ACTUAL 9 MONTHS 2008 / 2009	EXPECTED INCOME EXPENDITURE 2008 / 2009	BUDGET 2009 / 2010	% INCREASE Budget to Budget	% OF TOTAL	BUDGET 2010 / 2011	BUDGET 2011 / 2012
	R	R	R	R	R			R	R
INCOME									
Property Rates									
Plus Penalties Imposed									
User Charges for Services									
Rent of Facilities and Equipment									
Interest Earned - External Investments									
Interest Earned - Outstanding Debtors									
Fines									
Certificates and Permits									
Income from Agency Services									
Operating Grants and Subsidies									
Capital Grants									
Gain on Sale of Assets (Gains on disposal of investments)									
Deferred Income									
Municipal entities									
Other Income	185		6 523	11 182					
OPERATING INCOME GENERATED	185		6 523	11 182					
Less: Income foregone									
TOTAL OPERATING INCOME	185		6 523	11 182					
Internal Transfers:									
Internal Recoveries									
NET OPERATING INCOME	185		6 523	11 182					

DEPUTY CITY MANAGER - STRATEGIC	ACTUAL INCOME / EXPENDITURE 2007 / 2008	BUDGET 2008 / 2009	ACTUAL 9 MONTHS 2008 / 2009	EXPECTED INCOME EXPENDITURE 2008 / 2009	BUDGET 2009 / 2010	% INCREASE Budget to Budget	% OF TOTAL	BUDGET 2010 / 2011	BUDGET 2011 / 2012
	R	R	R	R	R			R	R
EXPENDITURE									
Employee Related Costs - Salaries and Wages	1 591 411	1 428 207	1 514 604	2 044 855	2 015 626	41%	76.8%	2 217 190	2 438 909
Employee Related Costs - Social Contributions	145 586	82 365	163 783	216 375	58 388	-29%	2.2%	64 228	70 652
Employee Related Costs - Salaries Capitalised									
Remuneration of Councillors									
Bad Debts (Provision for Bad Debts)									
Collection Costs									
Depreciation									
Repairs and Maintenance - External cost	1 876	8 700	4 394	2 561	8 000	-8%	0.3%	8 960	10 035
Repairs and Maintenance - Internal charges									
Interest Expense - External Borrowings									
Bulk Purchases									
Contracted Services									
Grants and Subsidies Paid									
Grants Expenditure									
General Expenses - Other	188 305	542 700	120 922	153 453	543 800		20.7%	587 304	634 289
Loss on Sale of Properties									
TOTAL OPERATING EXPENDITURE	1 927 178	2 061 972	1 803 703	2 417 244	2 625 814	27%	100%	2 877 682	3 153 885
Internal Transfers:									
Internal Charges	39 255	54 383	31 318	45 326	58 678	8%		64 506	70 812
NET OPERATING EXPENDITURE	1 966 433	2 116 355	1 835 021	2 462 570	2 684 492	27%		2 942 188	3 224 697
OPERATING SURPLUS/(DEFICIT)	(1 966 248)	(2 116 355)	(1 828 498)	(2 451 388)	(2 684 492)			(2 942 188)	(3 224 697)
Contribution to Capital Budget									
Total Transfers to Cash-Backed Reserves									
Total Transfers from Cash-Backed Reserves									
Total Other Adjustments									
NET OPERATING SURPLUS/ (DEFICIT)	(1 966 248)	(2 116 355)	(1 828 498)	(2 451 388)	(2 684 492)			(2 942 188)	(3 224 697)

ECONOMIC DEVELOPMENT	ACTUAL INCOME / EXPENDITURE 2007 / 2008	BUDGET 2008 / 2009	ACTUAL 9 MONTHS 2008 / 2009	EXPECTED INCOME EXPENDITURE 2008 / 2009	BUDGET 2009 / 2010	% INCREASE Budget to Budget	% OF TOTAL	BUDGET 2010 / 2011	BUDGET 2011 / 2012
	R	R	R	R	R			R	R
INCOME									
Property Rates									
Plus Penalties Imposed									
User Charges for Services									
Rent of Facilities and Equipment									
Interest Earned - External Investments									
Interest Earned - Outstanding Debtors									
Fines									
Certificates and Permits									
Income from Agency Services									
Operating Grants and Subsidies		1 514 193				-100%			
Capital Grants									
Gain on Sale of Assets (Gains on disposal of investments)									
Deferred Income									
Municipal entities									
Other Income	10 408		16 242	27 697	4 000		100%	4 400	4 840
OPERATING INCOME GENERATED	10 408	1 514 193	16 242	27 697	4 000	-100%	100%	4 400	4 840
Less: Income foregone									
TOTAL OPERATING INCOME	10 408	1 514 193	16 242	27 697	4 000	-100%	100%	4 400	4 840
Internal Transfers:									
Internal Recoveries	86 741	196 694	84 820	117 109	159 094	-19%		173 680	189 619
NET OPERATING INCOME	97 149	1 710 887	101 062	144 806	163 094	-90%		178 080	194 459

ECONOMIC DEVELOPMENT	ACTUAL INCOME / EXPENDITURE 2007 / 2008	BUDGET 2008 / 2009	ACTUAL 9 MONTHS 2008 / 2009	EXPECTED INCOME EXPENDITURE 2008 / 2009	BUDGET 2009 / 2010	% INCREASE Budget to Budget	% OF TOTAL	BUDGET 2010 / 2011	BUDGET 2011 / 2012
	R	R	R	R	R			R	R
EXPENDITURE									
Employee Related Costs - Salaries and Wages	11 562 143	14 093 921	11 372 720	15 809 520	17 691 323	26%	54.6%	19 460 458	21 406 506
Employee Related Costs - Social Contributions	1 921 063	2 496 475	1 563 495	2 079 324	2 637 123	6%	8.1%	2 900 836	3 190 921
Employee Related Costs - Salaries Capitalised		(1 320 000)			(1 320 000)		-4.1%	(1 320 000)	(1 320 000)
Remuneration of Councillors									
Bad Debts (Provision for Bad Debts)									
Collection Costs									
Depreciation					227 030		0.7%	249 733	274 706
Repairs and Maintenance - External cost	464 318	1 817 842	160 452	42 729	981 000	-46%	3.0%	1 098 720	1 230 566
Repairs and Maintenance - Internal charges	4 375	16 521	3 409	5 844	18 173	10%	0.1%	19 990	21 989
Interest Expense - External Borrowings									
Bulk Purchases									
Contracted Services	371 534	816 813				-100%			
Grants and Subsidies Paid									
Grants Expenditure									
General Expenses - Other	4 265 919	16 756 688	4 463 950	3 710 522	12 165 000	-27%	37.5%	12 806 677	13 497 370
Loss on Sale of Properties									
TOTAL OPERATING EXPENDITURE	18 589 352	34 678 260	17 564 026	21 647 939	32 399 649	-7%	100%	35 216 414	38 302 058
Internal Transfers:									
Internal Charges	512 577	401 323	249 143	348 874	602 237	50%		661 425	557 209
NET OPERATING EXPENDITURE	19 101 929	35 079 583	17 813 169	21 996 813	33 001 886	-6%		35 877 839	38 859 267
OPERATING SURPLUS/(DEFICIT)	(19 004 780)	(33 368 696)	(17 712 107)	(21 852 007)	(32 838 792)			(35 699 759)	(38 664 808)
Contribution to Capital Budget									
Total Transfers to Cash-Backed Reserves									
Total Transfers from Cash-Backed Reserves									
Total Other Adjustments									
NET OPERATING SURPLUS/ (DEFICIT)	(19 004 780)	(33 368 696)	(17 712 107)	(21 852 007)	(32 838 792)			(35 699 759)	(38 664 808)

ELECTRICITY AND ENERGY	ACTUAL INCOME / EXPENDITURE 2007 / 2008	BUDGET 2008 / 2009	ACTUAL 9 MONTHS 2008 / 2009	EXPECTED INCOME EXPENDITURE 2008 / 2009	BUDGET 2009 / 2010	% INCREASE Budget to Budget	% OF TOTAL	BUDGET 2010 / 2011	BUDGET 2011 / 2012
	R	R	R	R	R			R	R
INCOME									
Property Rates									
Plus Penalties Imposed									
User Charges for Services	3 291 695 146	4 558 259 553	3 062 574 239	4 223 414 023	5 905 428 908	30%	97.8%	7 144 164 963	8 617 980 072
Rent of Facilities and Equipment									
Interest Earned - External Investments									
Interest Earned - Outstanding Debtors	80 058 681	42 588 838	45 789 061	59 989 687	46 451 940	9%	0.8%	51 097 134	56 206 847
Fines	2 723 714	25 400 296	398 712	496 066	14 005 000	-45%	0.2%	15 405 500	16 946 050
Certificates and Permits	200	10 500	159	259	1 000	-90%		1 100	1 210
Income from Agency Services									
Operating Grants and Subsidies	46 754 074	42 650 200	42 650 200	48 743 085	55 026 100	29%	0.9%	70 089 700	77 158 000
Capital Grants		21 092 000	10 360 544	11 115 629		-100%			
Gain on Sale of Assets (Gains on disposal of investments)									
Deferred Income									
Municipal entities									
Other Income	1 709 480	30 905 774	21 762 475	15 610 484	17 853 522	-42%	0.3%	19 638 875	21 602 767
OPERATING INCOME GENERATED	3 422 941 295	4 720 907 161	3 183 535 390	4 359 369 233	6 038 766 470	28%	100%	7 300 397 272	8 789 894 946
Less: Income foregone									
TOTAL OPERATING INCOME	3 422 941 295	4 720 907 161	3 183 535 390	4 359 369 233	6 038 766 470	28%	100%	7 300 397 272	8 789 894 946
Internal Transfers:									
Internal Recoveries	88 954 409	246 800 156	133 940 875	172 221 605	282 793 146	15%		311 072 462	342 179 713
NET OPERATING INCOME	3 511 895 704	4 967 707 317	3 317 476 265	4 531 590 838	6 321 559 616	27%		7 611 469 734	9 132 074 659

ELECTRICITY AND ENERGY	ACTUAL INCOME / EXPENDITURE 2007 / 2008	BUDGET 2008 / 2009	ACTUAL 9 MONTHS 2008 / 2009	EXPECTED INCOME EXPENDITURE 2008 / 2009	BUDGET 2009 / 2010	% INCREASE Budget to Budget	% OF TOTAL	BUDGET 2010 / 2011	BUDGET 2011 / 2012
	R	R	R	R	R			R	R
EXPENDITURE									
Employee Related Costs - Salaries and Wages	164 703 989	235 420 838	143 173 646	189 719 623	250 761 737	7%	4.7%	275 837 932	303 421 737
Employee Related Costs - Social Contributions	34 504 638	46 287 593	29 756 450	39 154 229	52 722 195	14%	1.0%	57 994 425	63 793 882
Employee Related Costs - Salaries Capitalised		(16 340 300)			(16 340 300)		-0.3%	(16 340 300)	(16 340 300)
Remuneration of Councillors									
Bad Debts (Provision for Bad Debts)	212 137 200	242 418 597	163 793 097	219 248 932	307 265 390	27%	5.8%	357 383 661	408 672 318
Collection Costs	791 561	3 087 704	352 561	2 471 053	753 000	-76%		828 300	911 130
Depreciation	48 300 000	50 715 000	38 036 250	50 715 000	27 001 490	-47%	0.5%	29 701 639	32 671 803
Repairs and Maintenance - External cost	225 388 693	287 493 295	170 127 301	193 520 118	316 191 021	10%	5.9%	403 625 081	468 441 458
Repairs and Maintenance - Internal charges	33 080 078	186 344 640	118 752 570	150 870 806	222 739 795	20%	4.2%	245 013 783	269 515 167
Interest Expense - External Borrowings	21 035 315	30 730 300	9 583		46 125 700	50%	0.9%	50 738 270	55 812 097
Bulk Purchases	2 134 835 048	2 866 375 791	1 882 693 091	2 858 870 047	3 852 448 112	34%	72.2%	4 775 617 244	5 682 960 610
Contracted Services	53 763 871	95 682 318	46 744 704	60 878 036	123 772 000	29%	2.3%	138 624 640	155 259 596
Grants and Subsidies Paid	29 695 392	36 750 000	30 445 292	40 766 352	44 100 000	20%	0.8%	48 510 000	53 361 000
Grants Expenditure									
General Expenses - Other	84 677 186	93 829 356	44 443 312	60 664 922	107 920 600	15%	2.0%	117 059 915	126 413 632
Loss on Sale of Properties									
TOTAL OPERATING EXPENDITURE	3 042 912 971	4 158 795 132	2 668 327 857	3 866 879 118	5 335 460 740	28%	100%	6 484 594 590	7 604 894 130
Internal Transfers:									
Internal Charges	126 452 643	162 827 582	102 859 847	145 861 983	236 402 331	45%		259 962 580	285 559 861
NET OPERATING EXPENDITURE	3 169 365 614	4 321 622 714	2 771 187 704	4 012 741 101	5 571 863 071	29%		6 744 557 170	7 890 453 991
OPERATING SURPLUS/(DEFICIT)	342 530 090	646 084 603	546 288 561	518 849 737	749 696 545			866 912 564	1 241 620 668
Contribution to Capital Budget									
Total Transfers to Cash-Backed Reserves	5 639 092	21 092 000	6 213 018	20 881 080					
Total Transfers from Cash-Backed Reserves									
Total Other Adjustments									
NET OPERATING SURPLUS/ (DEFICIT)	336 890 998	624 992 603	540 075 543	497 968 657	749 696 545			866 912 564	1 241 620 668

ENVIRONMENTAL DEVELOPMENT	ACTUAL INCOME / EXPENDITURE 2007 / 2008	BUDGET 2008 / 2009	ACTUAL 9 MONTHS 2008 / 2009	EXPECTED INCOME EXPENDITURE 2008 / 2009	BUDGET 2009 / 2010	% INCREASE Budget to Budget	% OF TOTAL	BUDGET 2010 / 2011	BUDGET 2011 / 2012
	R	R	R	R	R			R	R
INCOME									
Property Rates									
Plus Penalties Imposed									
User Charges for Services									
Rent of Facilities and Equipment									
Interest Earned - External Investments									
Interest Earned - Outstanding Debtors									
Fines	72 100	630	67 622	86 729	15 000	2281%		16 500	18 150
Certificates and Permits	18 322		21 575	26 699					
Income from Agency Services									
Operating Grants and Subsidies	17 337 537	25 835 320	3 124 226	5 635 203		-100%			
Capital Grants									
Gain on Sale of Assets (Gains on disposal of investments)									
Deferred Income									
Municipal entities									
Other Income	682 076	2 117 111	406 329	596 634	4 851 631	129%	99.7%	5 336 795	5 870 474
OPERATING INCOME GENERATED	18 110 035	27 953 061	3 619 752	6 345 265	4 866 631	-83%	100%	5 353 295	5 888 624
Less: Income foregone									
TOTAL OPERATING INCOME	18 110 035	27 953 061	3 619 752	6 345 265	4 866 631	-83%	100%	5 353 295	5 888 624
Internal Transfers:									
Internal Recoveries									
NET OPERATING INCOME	18 110 035	27 953 061	3 619 752	6 345 265	4 866 631	-83%		5 353 295	5 888 624

ENVIRONMENTAL DEVELOPMENT	ACTUAL INCOME / EXPENDITURE 2007 / 2008	BUDGET 2008 / 2009	ACTUAL 9 MONTHS 2008 / 2009	EXPECTED INCOME EXPENDITURE 2008 / 2009	BUDGET 2009 / 2010	% INCREASE Budget to Budget	% OF TOTAL	BUDGET 2010 / 2011	BUDGET 2011 / 2012
	R	R	R	R	R			R	R
EXPENDITURE									
Employee Related Costs - Salaries and Wages	46 328 115	62 010 270	41 182 631	55 526 388	64 655 829	4%	69.9%	71 121 419	78 233 568
Employee Related Costs - Social Contributions	9 568 673	11 348 648	8 164 112	10 826 854	12 720 963	12%	13.8%	13 993 067	15 392 378
Employee Related Costs - Salaries Capitalised		(454 900)			(454 900)		-0.5%	(454 900)	(454 900)
Remuneration of Councillors									
Bad Debts (Provision for Bad Debts)									
Collection Costs									
Depreciation					1 223 420		1.3%	1 345 762	1 480 338
Repairs and Maintenance - External cost	665 334	1 026 132	541 238	622 503	1 786 000	74%	1.9%	2 000 320	2 240 358
Repairs and Maintenance - Internal charges	59 088	125 647	48 457	73 468	138 212	10%	0.1%	152 033	167 236
Interest Expense - External Borrowings									
Bulk Purchases									
Contracted Services	1 150 825	1 974 639	293 710	491 744	1 765 000	-11%	1.9%	1 976 800	2 214 016
Grants and Subsidies Paid									
Grants Expenditure									
General Expenses - Other	8 565 043	31 159 867	7 393 671	9 322 873	11 502 500	-66%	11.5%	11 379 881	12 203 474
Loss on Sale of Properties									
TOTAL OPERATING EXPENDITURE	66 337 078	107 190 303	57 623 819	76 863 830	93 339 024	-14%	100%	101 514 382	111 476 468
Internal Transfers:									
Internal Charges	420 925	479 405	299 850	418 550	547 161	14%		600 350	658 478
NET OPERATING EXPENDITURE	66 758 003	107 669 708	57 923 669	77 282 380	93 884 185	-14%		102 114 732	112 134 946
OPERATING SURPLUS/(DEFICIT)	(48 647 968)	(79 716 647)	(54 303 917)	(70 937 115)	(89 017 554)			(96 761 437)	(106 246 322)
Contribution to Capital Budget									
Total Transfers to Cash-Backed Reserves									
Total Transfers from Cash-Backed Reserves									
Total Other Adjustments									
NET OPERATING SURPLUS/ (DEFICIT)	(48 647 968)	(79 716 647)	(54 303 917)	(70 937 115)	(89 017 554)			(96 761 437)	(106 246 322)

FINANCE	ACTUAL INCOME / EXPENDITURE 2007 / 2008	BUDGET 2008 / 2009	ACTUAL 9 MONTHS 2008 / 2009	EXPECTED INCOME EXPENDITURE 2008 / 2009	BUDGET 2009 / 2010	% INCREASE Budget to Budget	% OF TOTAL	BUDGET 2010 / 2011	BUDGET 2011 / 2012
	R	R	R	R	R			R	R
INCOME									
Property Rates	2 270 934 535	2 453 503 030	1 761 146 368	2 342 657 974	2 652 591 263	8%	59.7%	2 917 850 389	3 209 635 428
Plus Penalties Imposed	38 036 624	206 022 075	78 780 599	102 464 843	100 345 916	-51%	2.3%	21 106 321	23 216 954
User Charges for Services									
Rent of Facilities and Equipment	219 651	181 449	228 367	265 278	179 430	-1%		197 373	217 111
Interest Earned - External Investments	350 837 660	215 669 176	118 748 562	171 286 059	178 938 841	-17%	4.0%	178 981 590	179 028 724
Interest Earned - Outstanding Debtors	64 924 908	217 411 164	72 866 532	114 518 088	114 631 330	-47%	2.6%	126 094 463	138 703 910
Fines	35 571 145	10 567 562	35 476 030	48 795 709	11 095 942	5%	0.2%	12 205 536	13 426 090
Certificates and Permits	296 160	105 000	1 350 963	1 590 386	327 150	212%		359 865	395 852
Income from Agency Services	11 519		14 878	17 449					
Operating Grants and Subsidies	1 369 924 359	1 635 828 352	1 680 620 762	1 629 039 009	2 005 042 900	23%	45.1%	2 420 523 526	2 655 381 032
Capital Grants									
Gain on Sale of Assets (Gains on disposal of investments)			2 448 125						
Deferred Income									
Municipal entities									
Other Income	5 839 048	6 997 332	11 404 238	15 079 188	7 253 290	4%	0.2%	7 978 619	8 776 481
OPERATING INCOME GENERATED	4 136 595 609	4 746 285 140	3 763 085 424	4 425 713 983	5 070 406 062	7%	114.1%	5 685 297 682	6 228 781 582
Less: Income foregone	567 057 897	717 807 590	456 611 532	607 259 366	625 674 268	-13%	14.1%	688 241 697	757 065 866
TOTAL OPERATING INCOME	3 569 537 712	4 028 477 550	3 306 473 892	3 818 454 617	4 444 731 794	10%	100%	4 997 055 985	5 471 715 716
Internal Transfers:									
Internal Recoveries	230 864 057	324 867 168	202 961 618	281 878 066	282 750 424	-13%		309 298 712	334 600 046
NET OPERATING INCOME	3 800 401 769	4 353 344 718	3 509 435 510	4 100 332 683	4 727 482 218	9%		5 306 354 697	5 806 315 762

FINANCE	ACTUAL INCOME / EXPENDITURE 2007 / 2008	BUDGET 2008 / 2009	ACTUAL 9 MONTHS 2008 / 2009	EXPECTED INCOME EXPENDITURE 2008 / 2009	BUDGET 2009 / 2010	% INCREASE Budget to Budget	% OF TOTAL	BUDGET 2010 / 2011	BUDGET 2011 / 2012
	R	R	R	R	R			R	R
EXPENDITURE									
Employee Related Costs - Salaries and Wages	160 818 200	249 699 205	143 037 529	190 993 928	249 560 716		17.2%	274 516 828	301 968 545
Employee Related Costs - Social Contributions	83 601 403	100 928 070	68 626 066	89 737 106	65 191 138	-35%	4.5%	71 710 276	78 881 337
Employee Related Costs - Salaries Capitalised		(1 533 250)			(1 533 250)		-0.1%	(1 533 250)	(1 533 250)
Remuneration of Councillors									
Bad Debts (Provision for Bad Debts)	922 024 579	434 847 264	326 135 448	434 847 264	547 226 129	26%	37.6%	636 784 027	728 442 787
Collection Costs	57 583 273	89 029 951	43 934 460	71 480 122	90 713 000	2%	6.2%	99 784 300	109 762 730
Depreciation		37 485 000	28 113 750	37 485 000	72 928 080	95%	5.0%	80 220 888	88 242 977
Repairs and Maintenance - External cost	3 989 423	8 060 335	3 003 900	2 955 125	7 230 000	-10%	0.5%	8 097 600	9 069 311
Repairs and Maintenance - Internal charges	340 705	589 560	255 354	307 216	522 889	-11%		575 181	632 702
Interest Expense - External Borrowings	137 365 723	159 008 568	83 072 145	145 790 978	228 669 600	44%	15.7%	251 536 560	276 690 216
Bulk Purchases									
Contracted Services	101 750 925	113 677 391	68 638 649	100 181 205	64 082 000	-44%	4.4%	71 771 840	80 384 462
Grants and Subsidies Paid									
Grants Expenditure									
General Expenses - Other	77 066 794	127 146 250	88 623 296	128 123 637	129 901 200	2%	8.9%	140 454 907	151 781 294
Loss on Sale of Properties									
TOTAL OPERATING EXPENDITURE	1 544 541 025	1 318 938 344	853 440 597	1 201 901 581	1 454 491 502	10%	100%	1 633 919 157	1 824 323 111
Internal Transfers:									
Internal Charges	94 682 695	177 042 930	98 225 247	132 255 022	135 269 001	-24%		148 323 564	155 367 804
NET OPERATING EXPENDITURE	1 639 223 720	1 495 981 274	951 665 844	1 334 156 603	1 589 760 503	6%		1 782 242 721	1 979 690 915
OPERATING SURPLUS/(DEFICIT)	2 161 178 049	2 857 363 444	2 557 769 666	2 766 176 080	3 137 721 715			3 524 111 976	3 826 624 847
Contribution to Capital Budget	599 442 696	98 696 258		98 647 075					
Total Transfers to Cash-Backed Reserves		496 830	177 800	491 862					
Total Transfers from Cash-Backed Reserves	155 181	383 000 000		183 750 000					
Total Other Adjustments	-55 902 669								
NET OPERATING SURPLUS/ (DEFICIT)	1 505 987 865	3 141 170 356	2 557 591 866	2 850 787 143	3 137 721 715			3 524 111 976	3 826 624 847

FLEET MANAGEMENT	ACTUAL INCOME / EXPENDITURE 2007 / 2008	BUDGET 2008 / 2009	ACTUAL 9 MONTHS 2008 / 2009	EXPECTED INCOME EXPENDITURE 2008 / 2009	BUDGET 2009 / 2010	% INCREASE Budget to Budget	% OF TOTAL	BUDGET 2010 / 2011	BUDGET 2011 / 2012
	R	R	R	R	R			R	R
INCOME									
Property Rates									
Plus Penalties Imposed									
User Charges for Services									
Rent of Facilities and Equipment									
Interest Earned - External Investments									
Interest Earned - Outstanding Debtors									
Fines									
Certificates and Permits									
Income from Agency Services									
Operating Grants and Subsidies									
Capital Grants									
Gain on Sale of Assets (Gains on disposal of investments)									
Deferred Income									
Municipal entities									
Other Income	20 549		15 165	19 179	5 000		100%	5 500	6 050
OPERATING INCOME GENERATED	20 549		15 165	19 179	5 000		100%	5 500	6 050
Less: Income foregone									
TOTAL OPERATING INCOME	20 549		15 165	19 179	5 000		100%	5 500	6 050
Internal Transfers:									
Internal Recoveries	22 411 200	47 764 030	26 204 936	35 871 336	52 540 434	10%		57 794 478	63 573 927
NET OPERATING INCOME	22 431 749	47 764 030	26 220 101	35 890 515	52 545 434	10%		57 799 978	63 579 977

FLEET MANAGEMENT	ACTUAL INCOME / EXPENDITURE 2007 / 2008	BUDGET 2008 / 2009	ACTUAL 9 MONTHS 2008 / 2009	EXPECTED INCOME EXPENDITURE 2008 / 2009	BUDGET 2009 / 2010	% INCREASE Budget to Budget	% OF TOTAL	BUDGET 2010 / 2011	BUDGET 2011 / 2012
	R	R	R	R	R			R	R
EXPENDITURE									
Employee Related Costs - Salaries and Wages	30 307 000	37 058 804	27 658 425	36 770 628	45 925 084	24%	72.3%	50 517 595	55 569 358
Employee Related Costs - Social Contributions	7 433 934	9 663 069	6 321 775	8 390 651	11 361 710	18%	17.9%	12 497 883	13 747 675
Employee Related Costs - Salaries Capitalised		(1 196 897)			(1 196 897)		-1.9%	(1 196 897)	(1 196 897)
Remuneration of Councillors									
Bad Debts (Provision for Bad Debts)									
Collection Costs									
Depreciation					1 250 000		2.0%	1 375 000	1 512 500
Repairs and Maintenance - External cost	1 614 443	2 117 985	853 798	1 021 440	2 330 000	10%	3.7%	2 609 600	2 922 754
Repairs and Maintenance - Internal charges	353 518	801 215	309 904	408 660	858 017	7%	1.3%	943 819	1 038 202
Interest Expense - External Borrowings									
Bulk Purchases									
Contracted Services	10 251	70 000				-100%			
Grants and Subsidies Paid									
Grants Expenditure									
General Expenses - Other	2 143 617	2 898 943	1 424 795	1 916 914	3 031 900	5%	4.8%	3 352 432	3 620 627
Loss on Sale of Properties									
TOTAL OPERATING EXPENDITURE	41 862 763	51 413 119	36 568 697	48 508 293	63 559 814	24%	100%	70 099 432	77 214 219
Internal Transfers:									
Internal Charges	6 708 746	7 795 413	6 650 593	9 543 714	8 380 491	8%		9 218 540	10 140 397
NET OPERATING EXPENDITURE	48 571 509	59 208 532	43 219 290	58 052 007	71 940 305	22%		79 317 972	87 354 616
OPERATING SURPLUS/(DEFICIT)	(26 139 760)	(11 444 502)	(16 999 189)	(22 161 492)	(19 394 871)			(21 517 994)	(23 774 639)
Contribution to Capital Budget									
Total Transfers to Cash-Backed Reserves									
Total Transfers from Cash-Backed Reserves									
Total Other Adjustments									
NET OPERATING SURPLUS/ (DEFICIT)	(26 139 760)	(11 444 502)	(16 999 189)	(22 161 492)	(19 394 871)			(21 517 994)	(23 774 639)

2010 AND SPECIAL PROJECTS	ACTUAL INCOME / EXPENDITURE 2007 / 2008	BUDGET 2008 / 2009	ACTUAL 9 MONTHS 2008 / 2009	EXPECTED INCOME EXPENDITURE 2008 / 2009	BUDGET 2009 / 2010	% INCREASE Budget to Budget	% OF TOTAL	BUDGET 2010 / 2011	BUDGET 2011 / 2012
	R	R	R	R	R			R	R
INCOME									
Property Rates									
Plus Penalties Imposed									
User Charges for Services									
Rent of Facilities and Equipment									
Interest Earned - External Investments									
Interest Earned - Outstanding Debtors									
Fines									
Certificates and Permits									
Income from Agency Services									
Operating Grants and Subsidies									
Capital Grants									
Gain on Sale of Assets (Gains on disposal of investments)									
Deferred Income									
Municipal entities									
Other Income	17 587		13 227	17 100	1 000		100%	1 100	1 210
OPERATING INCOME GENERATED	17 587		13 227	17 100	1 000		100%	1 100	1 210
Less: Income foregone									
TOTAL OPERATING INCOME	17 587		13 227	17 100	1 000		100%	1 100	1 210
Internal Transfers:									
Internal Recoveries									
NET OPERATING INCOME	17 587		13 227	17 100	1 000		-	1 100	1 210

2010 AND SPECIAL PROJECTS	ACTUAL INCOME / EXPENDITURE 2007 / 2008	BUDGET 2008 / 2009	ACTUAL 9 MONTHS 2008 / 2009	EXPECTED INCOME EXPENDITURE 2008 / 2009	BUDGET 2009 / 2010	% INCREASE Budget to Budget	% OF TOTAL	BUDGET 2010 / 2011	BUDGET 2011 / 2012
	R	R	R	R	R			R	R
EXPENDITURE									
Employee Related Costs - Salaries and Wages	974 866	5 523 899	3 075 113	3 836 540	14 967 519	171%	23.0%	15 564 272	16 220 699
Employee Related Costs - Social Contributions	115 707	1 487 275	378 244	449 929	1 056 663	-29%	1.6%	1 162 330	1 278 563
Employee Related Costs - Salaries Capitalised									
Remuneration of Councillors									
Bad Debts (Provision for Bad Debts)									
Collection Costs									
Depreciation					152 000		0.2%	167 200	183 920
Repairs and Maintenance - External cost	73 834	231 000	114 297	140 660	80 000	-65%	0.1%	89 600	100 352
Repairs and Maintenance - Internal charges									
Interest Expense - External Borrowings									
Bulk Purchases									
Contracted Services					100 000		0.2%	112 000	125 440
Grants and Subsidies Paid									
Grants Expenditure									
General Expenses - Other	7 505 948	53 794 000	10 229 600	15 436 557	48 814 000	-9%	74.9%	14 479 120	15 597 450
Loss on Sale of Properties									
TOTAL OPERATING EXPENDITURE	8 670 355	61 036 174	13 797 254	19 863 686	65 170 182	7%	100%	31 574 522	33 506 424
Internal Transfers:									
Internal Charges		50 000				-100%			
NET OPERATING EXPENDITURE	8 670 355	61 086 174	13 797 254	19 863 686	65 170 182	7%		31 574 522	33 506 424
OPERATING SURPLUS/(DEFICIT)	(8 652 768)	(61 086 174)	(13 784 027)	(19 846 586)	(65 169 182)			(31 573 422)	(33 505 214)
Contribution to Capital Budget									
Total Transfers to Cash-Backed Reserves									
Total Transfers from Cash-Backed Reserves									
Total Other Adjustments									
NET OPERATING SURPLUS/ (DEFICIT)	(8 652 768)	(61 086 174)	(13 784 027)	(19 846 586)	(65 169 182)			(31 573 422)	(33 505 214)

ORGANISATIONAL PERFORMANCE	ACTUAL INCOME / EXPENDITURE 2007 / 2008	BUDGET 2008 / 2009	ACTUAL 9 MONTHS 2008 / 2009	EXPECTED INCOME EXPENDITURE 2008 / 2009	BUDGET 2009 / 2010	% INCREASE Budget to Budget	% OF TOTAL	BUDGET 2010 / 2011	BUDGET 2011 / 2012
	R	R	R	R	R			R	R
EXPENDITURE									
Employee Related Costs - Salaries and Wages	2 351 505	990 819	475 032	711 464	1 229 636	24%	30.6%	1 352 600	1 487 859
Employee Related Costs - Social Contributions	151 940	47 275	2 372	3 353	32 952	-30%	0.8%	36 247	39 872
Employee Related Costs - Salaries Capitalised									
Remuneration of Councillors									
Bad Debts (Provision for Bad Debts)									
Collection Costs									
Depreciation									
Repairs and Maintenance - External cost		9 000				-100%			
Repairs and Maintenance - Internal charges	1 750								
Interest Expense - External Borrowings									
Bulk Purchases									
Contracted Services									
Grants and Subsidies Paid									
Grants Expenditure									
General Expenses - Other	6 096 084	9 372 717	2 365 388	3 996 153	2 759 600	-71%	68.6%	2 940 368	3 135 597
Loss on Sale of Properties									
TOTAL OPERATING EXPENDITURE	8 601 279	10 419 811	2 842 792	4 710 970	4 022 188	-61%	100%	4 329 215	4 663 328
Internal Transfers:									
Internal Charges	14 721								
NET OPERATING EXPENDITURE	8 616 000	10 419 811	2 842 792	4 710 970	4 022 188	-61%		4 329 215	4 663 328
OPERATING SURPLUS/(DEFICIT)	(7 963 637)	(10 419 811)	(2 842 792)	(4 710 970)	(4 022 188)			(4 329 215)	(4 663 328)
Contribution to Capital Budget									
Total Transfers to Cash-Backed Reserves									
Total Transfers from Cash-Backed Reserves									
Total Other Adjustments									
NET OPERATING SURPLUS/ (DEFICIT)	(7 963 637)	(10 419 811)	(2 842 792)	(4 710 970)	(4 022 188)			(4 329 215)	(4 663 328)

HEALTH	ACTUAL INCOME / EXPENDITURE 2007 / 2008	BUDGET 2008 / 2009	ACTUAL 9 MONTHS 2008 / 2009	EXPECTED INCOME EXPENDITURE 2008 / 2009	BUDGET 2009 / 2010	% INCREASE Budget to Budget	% OF TOTAL	BUDGET 2010 / 2011	BUDGET 2011 / 2012
	R	R	R	R	R			R	R
INCOME									
Property Rates									
Plus Penalties Imposed									
User Charges for Services									
Rent of Facilities and Equipment									
Interest Earned - External Investments									
Interest Earned - Outstanding Debtors									
Fines									
Certificates and Permits			719						
Income from Agency Services									
Operating Grants & Subsidies	85 526 505	89 630 000	47 031 000	80 624 571	82 009 000	-9%	100%	89 560 000	94 560 000
Capital Grants		50 255 000	15 473 312	21 720 710		-100%			
Gain on Sale of Assets (Gains on disposal of investments)									
Deferred Income									
Municipal entities									
Other Income	45 883	6 442	64 115	104 170	6 713	4%		7 385	8 124
OPERATING INCOME GENERATED	85 572 388	139 891 442	62 569 146	102 449 451	82 015 713	-41%	100%	89 567 385	94 568 124
Less: Income foregone									
TOTAL OPERATING INCOME	85 572 388	139 891 442	62 569 146	102 449 451	82 015 713	-41%	100%	89 567 385	94 568 124
Internal Transfers:									
Internal Recoveries									
NET OPERATING INCOME	85 572 388	139 891 442	62 569 146	102 449 451	82 015 713	-41%		89 567 385	94 568 124

HEALTH	ACTUAL INCOME / EXPENDITURE 2007 / 2008	BUDGET 2008 / 2009	ACTUAL 9 MONTHS 2008 / 2009	EXPECTED INCOME EXPENDITURE 2008 / 2009	BUDGET 2009 / 2010	% INCREASE Budget to Budget	% OF TOTAL	BUDGET 2010 / 2011	BUDGET 2011 / 2012
	R	R	R	R	R			R	R
EXPENDITURE									
Employee Related Costs - Salaries and Wages	180 051 920	224 740 241	170 936 055	227 632 512	288 458 740	28%	74.5%	315 304 661	344 835 160
Employee Related Costs - Social Contributions	44 804 326	55 939 800	41 013 528	54 109 884	64 438 123	15%	16.6%	70 881 960	77 970 174
Employee Related Costs - Salaries Capitalised		(1 292 000)			(1 292 000)	0%	-0.3%	(1 292 000)	(1 292 000)
Remuneration of Councillors									
Bad Debts (Provision for Bad Debts)									
Collection Costs									
Depreciation	13 650 000	14 332 500	10 749 375	14 332 500	5 117 580	-64%	1.3%	5 629 338	6 192 272
Repairs and Maintenance - External cost	5 725 891	5 569 189	3 312 507	3 472 465	5 692 600	2%	1.5%	6 375 712	7 140 785
Repairs and Maintenance - Internal charges	1 468 954	1 828 647	1 804 014	2 541 092	1 013 416	-45%	0.3%	1 114 760	1 226 236
Interest Expense - External Borrowings									
Bulk Purchases									
Contracted Services	454 588	1 752 539	610 407	788 504	990 000	-44%	0.3%	1 108 800	1 241 856
Grants and Subsidies Paid									
Grants Expenditure						-			
General Expenses - Other	24 766 443	22 556 424	16 058 818	21 477 712	22 894 900	2%	5.9%	24 496 450	26 127 606
Loss on Sale of Properties									
TOTAL OPERATING EXPENDITURE	270 922 122	325 427 340	244 484 704	324 354 669	387 313 359	19%	100%	423 619 681	463 442 089
Internal Transfers:									
Internal Charges	20 009 168	25 755 564	16 651 667	23 035 484	29 909 855	16%		32 872 656	35 949 699
NET OPERATING EXPENDITURE	290 931 290	351 182 904	261 136 371	347 390 153	417 223 214	19%		456 492 337	499 391 788
OPERATING SURPLUS/(DEFICIT)	(205 358 902)	(211 291 462)	(198 567 225)	(244 940 702)	(335 207 501)			(366 924 952)	(404 823 664)
Contribution to Capital Budget									
Total Transfers to Cash-Backed Reserves	8 297 791	50 255 000	15 473 312	49 752 450					
Total Transfers from Cash-Backed Reserves									
Total Other Adjustments									
NET OPERATING SURPLUS/ (DEFICIT)	(213 656 693)	(261 546 462)	(214 040 537)	(294 693 152)	(335 207 501)			(366 924 952)	(404 823 664)

HOUSING	ACTUAL INCOME / EXPENDITURE 2007 / 2008	BUDGET 2008 / 2009	ACTUAL 9 MONTHS 2008 / 2009	EXPECTED INCOME EXPENDITURE 2008 / 2009	BUDGET 2009 / 2010	% INCREASE Budget to Budget	% OF TOTAL	BUDGET 2010 / 2011	BUDGET 2011 / 2012
	R	R	R	R	R			R	R
INCOME									
Property Rates									
Plus Penalties Imposed									
User Charges for Services									
Rent of Facilities and Equipment	23 239 197	24 078 109	15 954 699	19 079 094	24 559 350	2%	99.8%	27 015 285	29 716 819
Interest Earned - External Investments	6 422	3 500 000				-100%			
Interest Earned - Outstanding Debtors									
Fines									
Certificates and Permits									
Income from Agency Services									
Operating Grants & Subsidies	254 524 193	63 523 000				-100%			
Capital Grants		131 912 100	82 638 567	139 826 205		-100%			
Gain on Sale of Assets (Gains on disposal of investments)									
Deferred Income									
Municipal entities									
Other Income	320 856	52 675	37 316	20 129	50 964	-3%	0.2%	56 060	61 666
OPERATING INCOME GENERATED	278 090 668	223 065 884	98 630 582	158 925 428	24 610 314	-89%	100%	27 071 345	29 778 485
Less: Income foregone									
TOTAL OPERATING INCOME	278 090 668	223 065 884	98 630 582	158 925 428	24 610 314	-89%	100%	27 071 345	29 778 485
Internal Transfers:									
Internal Recoveries	374 217	702 739	124 126	177 407	116 598	-83%		127 808	139 884
NET OPERATING INCOME	278 464 885	223 768 623	98 754 708	159 102 835	24 726 912	-89%		27 199 153	29 918 369

HOUSING	ACTUAL INCOME / EXPENDITURE 2007 / 2008	BUDGET 2008 / 2009	ACTUAL 9 MONTHS 2008 / 2009	EXPECTED INCOME EXPENDITURE 2008 / 2009	BUDGET 2009 / 2010	% INCREASE Budget to Budget	% OF TOTAL	BUDGET 2010 / 2011	BUDGET 2011 / 2012
	R	R	R	R	R			R	R
EXPENDITURE									
Employee Related Costs - Salaries and Wages	33 666 954	75 496 575	28 916 433	38 506 378	83 431 799	11%	63.7%	91 774 979	100 952 477
Employee Related Costs - Social Contributions	7 773 484	9 783 421	6 519 001	8 563 136	11 716 238	20%	8.9%	12 887 862	14 176 649
Employee Related Costs - Salaries Capitalised		(33 353 976)			(33 353 976)		-25.5%	(33 353 976)	(33 353 976)
Remuneration of Councillors									
Bad Debts (Provision for Bad Debts)	5 075 832	14 279 096	10 709 321	14 279 096	14 278 900		10.9%	16 607 949	18 991 369
Collection Costs									
Depreciation	13 067 277	23 152 500	17 364 375	23 152 500	7 147 300	-69%	5.5%	7 862 030	8 648 233
Repairs and Maintenance - External cost	17 431 023	16 247 288	10 535 400	10 976 425	21 570 000	33%	16.5%	24 158 400	27 057 405
Repairs and Maintenance - Internal charges	255 527	186 378	63 809	90 185	205 016	10%	0.2%	225 518	248 070
Interest Expense - External Borrowings									
Bulk Purchases									
Contracted Services	114 822	50 000	8 664	14 853		-100%			
Grants and Subsidies Paid									
Grants Expenditure									
General Expenses - Other	212 981 543	95 387 147	40 505 679	58 677 403	26 017 800	-73%	19.9%	28 073 359	30 270 508
Loss on Sale of Properties									
TOTAL OPERATING EXPENDITURE	290 366 462	201 228 429	114 622 682	154 259 976	131 013 077	-35%	100%	148 236 121	166 990 735
Internal Transfers:									
Internal Charges	70 713 513	53 624 255	47 289 666	63 775 664	59 081 682	10%		64 959 319	71 274 925
NET OPERATING EXPENDITURE	361 079 975	254 852 684	161 912 348	218 035 640	190 094 759	-25%		213 195 440	238 265 660
OPERATING SURPLUS/(DEFICIT)	(82 615 090)	(31 084 061)	(63 157 640)	(58 932 805)	(165 367 847)			(185 996 287)	(208 347 291)
Contribution to Capital Budget									
Total Transfers to Cash-Backed Reserves	70 750 192	135 912 100	82 638 567	134 552 979					
Total Transfers from Cash-Backed Reserves									
Total Other Adjustments									
NET OPERATING SURPLUS/ (DEFICIT)	(153 365 282)	(166 996 161)	(145 796 207)	(193 485 784)	(165 367 847)			(185 996 287)	(208 347 291)

HUMAN RESOURCES	ACTUAL INCOME / EXPENDITURE 2007 / 2008	BUDGET 2008 / 2009	ACTUAL 9 MONTHS 2008 / 2009	EXPECTED INCOME EXPENDITURE 2008 / 2009	BUDGET 2009 / 2010	% INCREASE Budget to Budget	% OF TOTAL	BUDGET 2010 / 2011	BUDGET 2011 / 2012
	R	R	R	R	R			R	R
INCOME									
Property Rates									
Plus Penalties Imposed									
User Charges for Services									
Rent of Facilities and Equipment									
Interest Earned - External Investments									
Interest Earned - Outstanding Debtors									
Fines									
Certificates and Permits									
Income from Agency Services									
Operating Grants & Subsidies	12 540 331	16 306 369	8 123 505	4 560 737	16 300 440		99.9%	17 930 484	19 723 532
Capital Grants									
Gain on Sale of Assets (Gains on disposal of investments)									
Deferred Income									
Municipal entities									
Other Income	148 292		37 258	52 978	9 000		0.1%	9 900	10 890
OPERATING INCOME GENERATED	12 688 623	16 306 369	8 160 763	4 613 715	16 309 440		100%	17 940 384	19 734 422
Less: Income foregone									
TOTAL OPERATING EXPENDITURE	12 688 623	16 306 369	8 160 763	4 613 715	16 309 440		100%	17 940 384	19 734 422
Internal Transfers:									
Internal Recoveries	68 631 977	68 252 541	52 514 347	70 296 654	85 900 366	26%		93 925 017	102 713 314
NET OPERATING INCOME	81 320 600	84 558 910	60 675 110	74 910 369	102 209 806	21%		111 865 401	122 447 736

HUMAN RESOURCES	ACTUAL INCOME / EXPENDITURE 2007 / 2008	BUDGET 2008 / 2009	ACTUAL 9 MONTHS 2008 / 2009	EXPECTED INCOME EXPENDITURE 2008 / 2009	BUDGET 2009 / 2010	% INCREASE Budget to Budget	% OF TOTAL	BUDGET 2010 / 2011	BUDGET 2011 / 2012
	R	R	R	R	R			R	R
EXPENDITURE									
Employee Related Costs - Salaries and Wages	58 669 454	67 111 558	51 956 944	69 980 832	86 724 799	29%	55.4%	95 397 286	104 937 015
Employee Related Costs - Social Contributions	12 762 804	15 247 490	10 851 727	14 372 948	17 737 636	16%	11.3%	19 511 404	21 462 548
Employee Related Costs - Salaries Capitalised		(120 000)			(120 000)		-0.1%	(120 000)	(120 000)
Remuneration of Councillors									
Bad Debts (Provision for Bad Debts)									
Collection Costs									
Depreciation	3 150 000	3 307 500	2 480 625	3 307 500	1 013 150	-69%	0.6%	1 114 465	1 225 912
Repairs and Maintenance - External cost	1 180 136	3 395 830	1 127 962	1 443 656	1 815 000	-47%	1.2%	2 032 800	2 276 735
Repairs and Maintenance - Internal charges	57 019	45 065	19 607	24 011	40 244	-11%		44 269	48 697
Interest Expense - External Borrowings									
Bulk Purchases									
Contracted Services	245 016	303 000	117 025	122 628	484 000	60%	0.3%	542 080	607 129
Grants and Subsidies Paid	7 614 414	11 031 875	8 481 824	7 685 519	11 444 000	4%	7.3%	12 588 400	13 847 240
Grants Expenditure									
General Expenses - Other	30 267 483	36 293 534	18 724 207	27 929 011	37 280 300	3%	23.8%	40 200 752	43 348 654
Loss on Sale of Properties									
TOTAL OPERATING EXPENDITURE	113 946 326	136 615 852	93 759 921	124 866 105	156 419 129	14%	100%	171 311 456	187 633 930
Internal Transfers:									
Internal Charges	1 123 128	821 397	525 849	736 651	1 100 638	34%		1 210 962	934 438
NET OPERATING EXPENDITURE	115 069 454	137 437 249	94 285 770	125 602 756	157 519 767	15%		172 522 418	188 568 368
OPERATING SURPLUS/(DEFICIT)	(33 748 854)	(52 878 339)	(33 610 660)	(50 692 387)	(55 309 961)			(60 657 017)	(66 120 632)
Contribution to Capital Budget									
Total Transfers to Cash-Backed Reserves									
Total Transfers from Cash-Backed Reserves									
Total Other Adjustments									
NET OPERATING SURPLUS/ (DEFICIT)	(33 748 854)	(52 878 339)	(33 610 660)	(50 692 387)	(55 309 961)			(60 657 017)	(66 120 632)

INFORMATION COMMUNICATIONS TECHNOLOGY	ACTUAL INCOME / EXPENDITURE 2007 / 2008	BUDGET 2008 / 2009	ACTUAL 9 MONTHS 2008 / 2009	EXPECTED INCOME EXPENDITURE 2008 / 2009	BUDGET 2009 / 2010	% INCREASE Budget to Budget	% OF TOTAL	BUDGET 2010 / 2011	BUDGET 2011 / 2012
	R	R	R	R	R			R	R
INCOME									
Property Rates									
Plus Penalties Imposed									
User Charges for Services									
Rent of Facilities and Equipment									
Interest Earned - External Investments									
Interest Earned - Outstanding Debtors									
Fines									
Certificates and Permits									
Income from Agency Services									
Operating Grants & Subsidies									
Capital Grants									
Gain on Sale of Assets (Gains on disposal of investments)									
Deferred Income									
Municipal entities									
Other Income	39 122		18 560	28 308	2 000		100%	2 200	2 420
OPERATING INCOME GENERATED	39 122		18 560	28 308	2 000		100%	2 200	2 420
Less: Income foregone									
TOTAL OPERATING INCOME	39 122		18 560	28 308	2 000		100%	2 200	2 420
Internal Transfers:									
Internal Recoveries	123 591 159	148 655 383	112 400 407	149 072 446	183 823 839	24%		203 346 819	224 755 816
NET OPERATING INCOME	123 630 281	148 655 383	112 418 967	149 100 754	183 825 839	24%		203 349 019	224 758 236

INFORMATION COMMUNICATIONS TECHNOLOGY	ACTUAL INCOME / EXPENDITURE 2007 / 2008	BUDGET 2008 / 2009	ACTUAL 9 MONTHS 2008 / 2009	EXPECTED INCOME EXPENDITURE 2008 / 2009	BUDGET 2009 / 2010	% INCREASE Budget to Budget	% OF TOTAL	BUDGET 2010 / 2011	BUDGET 2011 / 2012
	R	R	R	R	R			R	R
EXPENDITURE									
Employee Related Costs - Salaries and Wages	40 018 946	60 404 548	36 781 865	49 202 693	68 342 728	13%	33.4%	75 177 000	82 694 701
Employee Related Costs - Social Contributions	8 768 722	11 649 269	7 665 213	10 121 759	12 645 118	9%	6.2%	13 909 630	15 300 595
Employee Related Costs - Salaries Capitalised		(9 446 923)			(9 446 923)		-4.6%	(9 446 923)	(9 446 923)
Remuneration of Councillors									
Bad Debts (Provision for Bad Debts)									
Collection Costs									
Depreciation	3 150 000	3 307 500	2 480 625	3 307 500	18 418 910	457%	9.0%	20 260 801	22 286 881
Repairs and Maintenance - External cost	41 036 897	74 674 682	44 103 850	58 057 290	75 267 000	1%	36.8%	84 299 040	94 414 925
Repairs and Maintenance - Internal charges	25 375	73 518	20 454	28 385	80 870	10%		88 957	97 853
Interest Expense - External Borrowings									
Bulk Purchases									
Contracted Services									
Grants and Subsidies Paid									
Grants Expenditure									
General Expenses - Other	33 748 382	30 700 277	21 863 356	28 722 305	39 338 200	28%	19.2%	42 472 404	45 844 997
Loss on Sale of Properties									
TOTAL OPERATING EXPENDITURE	126 748 322	171 362 871	112 915 363	149 439 932	204 645 903	19%	100%	226 760 909	251 193 029
Internal Transfers:									
Internal Charges	1 365 045	1 382 034	939 689	1 311 712	1 755 779	27%		1 924 846	1 906 135
NET OPERATING EXPENDITURE	128 113 367	172 744 905	113 855 052	150 751 644	206 401 682	19%		228 685 755	253 099 164
OPERATING SURPLUS/(DEFICIT)	(4 483 086)	(24 089 522)	(1 436 085)	(1 650 890)	(22 575 843)			(25 336 736)	(28 340 928)
Contribution to Capital Budget									
Total Transfers to Cash-Backed Reserves									
Total Transfers from Cash-Backed Reserves									
Total Other Adjustments									
NET OPERATING SURPLUS/ (DEFICIT)	(4 483 086)	(24 089 522)	(1 436 085)	(1 650 890)	(22 575 843)			(25 336 736)	(28 340 928)

INFRASTRUCTURE SERVICES - ROADS TRANSPORT AND CIVIL WORKS	ACTUAL INCOME / EXPENDITURE 2007 / 2008	BUDGET 2008 / 2009	ACTUAL 9 MONTHS 2008 / 2009	EXPECTED INCOME EXPENDITURE 2008 / 2009	BUDGET 2009 / 2010	% INCREASE Budget to Budget	% OF TOTAL	BUDGET 2010 / 2011	BUDGET 2011 / 2012
	R	R	R	R	R			R	R
INCOME									
Property Rates									
Plus Penalties Imposed									
User Charges for Services	9 682 257	11 166 583	9 055 112	10 152 508	11 502 908	3%	19.3%	12 619 199	13 847 119
Rent of Facilities and Equipment	2 479 936	2 523 607	1 818 877	2 816 791	2 568 950	2%	4.3%	2 825 845	3 108 430
Interest Earned - External Investments									
Interest Earned - Outstanding Debtors									
Fines									
Certificates and Permits	21 773 863	23 376 352	13 877 246	18 649 214	23 784 602	2%	39.9%	26 163 062	28 779 368
Income from Agency Services									
Operating Grants and Subsidies	112 854 452	2 007 925				-100%			
Capital Grants		190 620 842	101 074 598	129 722 259		-100%			
Gain on Sale of Assets (Gains on disposal of investments)									
Deferred Income									
Municipal entities									
Other Income	9 449 188	23 067 217	2 283 320	1 924 872	21 828 124	-5%	36.6%	24 010 936	26 412 031
OPERATING INCOME GENERATED	156 239 696	252 762 526	128 109 153	163 265 644	59 684 584	-76%	100%	65 619 042	72 146 948
Less: Income foregone									
TOTAL OPERATING INCOME	156 239 696	252 762 526	128 109 153	163 265 644	59 684 584	-76%	100%	65 619 042	72 146 948
Internal Transfers:									
Internal Recoveries	154 772 571	139 113 019	94 901 066	126 693 947	163 745 858	18%		180 678 923	198 713 317
NET OPERATING INCOME	311 012 267	391 875 545	223 010 219	289 959 591	223 430 442	-43%		246 297 965	270 860 265

INFRASTRUCTURE SERVICES - ROADS TRANSPORT AND CIVIL WORKS	ACTUAL INCOME / EXPENDITURE 2007 / 2008	BUDGET 2008 / 2009	ACTUAL 9 MONTHS 2008 / 2009	EXPECTED INCOME EXPENDITURE 2008 / 2009	BUDGET 2009 / 2010	% INCREASE Budget to Budget	% OF TOTAL	BUDGET 2010 / 2011	BUDGET 2011 / 2012
	R	R	R	R	R			R	R
EXPENDITURE									
Employee Related Costs - Salaries and Wages	153 101 306	213 597 272	135 961 148	179 825 121	248 229 054	16%	26.2%	273 051 974	300 357 176
Employee Related Costs - Social Contributions	35 918 824	46 007 555	31 116 999	40 980 034	54 232 077	18%	5.7%	59 655 301	65 620 841
Employee Related Costs - Salaries Capitalised		(19 687 508)			(19 687 508)		-2.1%	(19 687 508)	(19 687 508)
Remuneration of Councillors									
Bad Debts (Provision for Bad Debts)									
Collection Costs									
Depreciation	161 700 000	169 785 000	127 338 750	169 785 000	111 928 550	-34%	11.8%	123 121 405	135 433 546
Repairs and Maintenance - External cost	200 104 185	255 474 777	205 318 616	223 383 252	341 657 400	34%	36.1%	382 656 288	428 575 045
Repairs and Maintenance - Internal charges	94 111 281	135 898 064	89 850 138	120 900 451	160 584 902	18%	17.0%	177 203 062	194 899 637
Interest Expense - External Borrowings									
Bulk Purchases									
Contracted Services	3 135 658	4 336 337	2 418 772	2 906 490	1 245 000	-71%	0.1%	1 394 400	1 561 728
Grants and Subsidies Paid									
Grants Expenditure									
General Expenses - Other	39 152 575	48 761 708	26 210 160	40 325 120	49 080 400	1%	5.2%	54 603 022	58 968 873
Loss on Sale of Properties									
TOTAL OPERATING EXPENDITURE	687 223 829	854 173 205	618 214 583	778 105 468	947 269 875	11%	100%	1 051 997 944	1 165 729 338
Internal Transfers:									
Internal Charges	116 451 631	83 219 953	60 475 803	83 727 221	98 953 518	19%		108 742 151	118 747 638
NET OPERATING EXPENDITURE	803 675 460	937 393 158	678 690 386	861 832 689	1 046 223 393	12%		1 160 740 095	1 284 476 976
OPERATING SURPLUS/(DEFICIT)	(492 663 193)	(545 517 613)	(455 680 167)	(571 873 098)	(822 792 951)			(914 442 130)	(1 013 616 711)
Contribution to Capital Budget									
Total Transfers to Cash-Backed Reserves	112 854 452	190 620 842	101 023 948	188 714 634					
Total Transfers from Cash-Backed Reserves									
Total Other Adjustments									
NET OPERATING SURPLUS/ (DEFICIT)	(605 517 645)	(736 138 455)	(556 704 115)	(760 587 732)	(822 792 951)			(914 442 130)	(1 013 616 711)

INFRASTRUCTURE SERVICES - WATER AND WASTEWATER	ACTUAL INCOME / EXPENDITURE 2007 / 2008	BUDGET 2008 / 2009	ACTUAL 9 MONTHS 2008 / 2009	EXPECTED INCOME EXPENDITURE 2008 / 2009	BUDGET 2009 / 2010	% INCREASE Budget to Budget	% OF TOTAL	BUDGET 2010 / 2011	BUDGET 2011 / 2012
	R	R	R	R	R			R	R
INCOME									
Property Rates									
Plus Penalties Imposed									
User Charges for Services	1 800 382 526	1 992 251 671	1 428 988 050	2 096 249 660	2 277 659 537	14%	88.8%	2 640 720 953	3 003 786 049
Rent of Facilities and Equipment									
Interest Earned - External Investments									
Interest Earned - Outstanding Debtors	254 612 685		163 763 733	215 895 281	197 366 010		7.7%	217 102 611	238 812 872
Fines	(31 681)	45 000	-32 135	(57 629)	47 250	5%		51 975	57 173
Certificates and Permits									
Income from Agency Services									
Operating Grants and Subsidies	29 629 983	15 809 125	3 685 269	2 953 932	88 000 000	457%	3.4%		
Capital Grants		5 900 000	2 640 413	2 562 213		-100%			
Gain on Sale of Assets (Gains on disposal of investments)									
Deferred Income									
Municipal entities									
Other Income	445 523	2 050 651	704 036	1 193 568	2 136 658	4%	0.1%	2 350 324	2 585 354
OPERATING INCOME GENERATED	2 085 039 036	2 016 056 447	1 599 749 366	2 318 797 025	2 565 209 455	27%	100%	2 860 225 863	3 245 241 448
Less: Income foregone									
TOTAL OPERATING INCOME	2 085 039 036	2 016 056 447	1 599 749 366	2 318 797 025	2 565 209 455	27%	100%	2 860 225 863	3 245 241 448
Internal Transfers:									
Internal Recoveries	25 211 709	196 000 258	119 883 954	168 334 404	218 107 583	11%		239 918 343	263 910 184
NET OPERATING INCOME	2 110 250 745	2 212 056 705	1 719 633 320	2 487 131 429	2 783 317 038	26%		3 100 144 206	3 509 151 632

INFRASTRUCTURE SERVICES - WATER AND WASTEWATER	ACTUAL INCOME / EXPENDITURE 2007 / 2008	BUDGET 2008 / 2009	ACTUAL 9 MONTHS 2008 / 2009	EXPECTED INCOME EXPENDITURE 2008 / 2009	BUDGET 2009 / 2010	% INCREASE Budget to Budget	% OF TOTAL	BUDGET 2010 / 2011	BUDGET 2011 / 2012
	R	R	R	R	R			R	R
EXPENDITURE									
Employee Related Costs - Salaries and Wages	127 806 233	165 863 435	118 500 399	157 811 258	190 460 876	15%	7.7%	209 506 968	230 457 668
Employee Related Costs - Social Contributions	26 958 555	32 449 594	24 058 440	31 950 419	39 637 429	22%	1.6%	43 601 173	47 961 296
Employee Related Costs - Salaries Capitalised		(4 571 550)			(4 571 550)		-0.2%	(4 571 550)	(4 571 550)
Remuneration of Councillors									
Bad Debts (Provision for Bad Debts)	160 624 284	183 552 521	155 685 241	206 722 186	232 652 650	27%	9.4%	270 600 785	309 435 103
Collection Costs									
Depreciation	33 600 000	35 280 000	26 460 000	35 280 000	4 082 840	-88%	0.2%	4 491 124	4 940 236
Repairs and Maintenance - External cost	147 684 986	158 586 198	113 267 301	122 393 983	152 482 600	-4%	6.1%	170 780 512	191 274 172
Repairs and Maintenance - Internal charges	2 815 785	171 292 732	111 587 693	143 030 915	193 363 810	13%	7.8%	212 700 196	233 970 219
Interest Expense - External Borrowings									
Bulk Purchases	1 163 239 027	1 316 585 127	877 299 037	1 272 780 198	1 493 055 759	15%	60.1%	1 694 471 192	1 974 566 243
Contracted Services	37 745 009	54 246 423	33 209 509	39 254 616	67 297 000	24%	2.7%	75 372 640	84 417 356
Grants and Subsidies Paid	8 462 070	8 000 000				-100%			
Grants Expenditure									
General Expenses - Other	33 041 151	37 909 383	18 550 059	21 565 953	117 541 800	210%	4.7%	31 903 357	34 065 068
Loss on Sale of Properties									
TOTAL OPERATING EXPENDITURE	1 741 977 100	2 159 193 863	1 478 617 679	2 030 789 528	2 486 003 214	15%	100%	2 708 856 397	3 106 515 811
Internal Transfers:									
Internal Charges	20 934 359	21 934 104	16 103 460	22 974 518	23 893 606	9%		26 146 581	28 594 673
NET OPERATING EXPENDITURE	1 762 911 459	2 181 127 967	1 494 721 139	2 053 764 046	2 509 896 820	15%		2 735 002 978	3 135 110 484
OPERATING SURPLUS/(DEFICIT)	347 339 286	30 928 738	224 912 181	433 367 383	273 420 218			365 141 228	374 041 148
Contribution to Capital Budget									
Total Transfers to Cash-Backed Reserves	8 661 944	5 900 000	2 640 413	5 841 000					
Total Transfers from Cash-Backed Reserves									
Total Other Adjustments									
NET OPERATING SURPLUS/ (DEFICIT)	338 677 342	25 028 738	222 271 768	427 526 383	273 420 218			365 141 228	374 041 148

INTEGRATED DEVELOPMENT PLANNING	ACTUAL INCOME / EXPENDITURE 2007 / 2008	BUDGET 2008 / 2009	ACTUAL 9 MONTHS 2008 / 2009	EXPECTED INCOME EXPENDITURE 2008 / 2009	BUDGET 2009 / 2010	% INCREASE Budget to Budget	% OF TOTAL	BUDGET 2010 / 2011	BUDGET 2011 / 2012
	R	R	R	R	R			R	R
INCOME									
Property Rates									
Plus Penalties Imposed									
User Charges for Services									
Rent of Facilities and Equipment									
Interest Earned - External Investments									
Interest Earned - Outstanding Debtors									
Fines									
Certificates and Permits									
Income from Agency Services									
Operating Grants and Subsidies									
Capital Grants									
Gain on Sale of Assets (Gains on disposal of investments)									
Deferred Income									
Municipal entities									
Other Income	4 512		3 525	4 772	1 000		100%	1 100	1 210
OPERATING INCOME GENERATED	4 512		3 525	4 772	1 000		100%	1 100	1 210
Less: Income foregone									
TOTAL OPERATING INCOME	4 512		3 525	4 772	1 000		100%	1 100	1 210
Internal Transfers:									
Internal Recoveries	86 492	108 542	174 405	264 416	380 537	251%		397 603	416 239
NET OPERATING INCOME	91 004	108 542	177 930	269 188	381 537	252%		398 703	417 449

INTEGRATED DEVELOPMENT PLANNING	ACTUAL INCOME / EXPENDITURE 2007 / 2008	BUDGET 2008 / 2009	ACTUAL 9 MONTHS 2008 / 2009	EXPECTED INCOME EXPENDITURE 2008 / 2009	BUDGET 2009 / 2010	% INCREASE Budget to Budget	% OF TOTAL	BUDGET 2010 / 2011	BUDGET 2011 / 2012
	R	R	R	R	R			R	R
EXPENDITURE									
Employee Related Costs - Salaries and Wages	2 761 404	3 103 262	2 361 570	3 198 674	3 577 896	15%	20.6%	3 935 686	4 329 255
Employee Related Costs - Social Contributions	404 944	539 112	353 896	468 327	582 307	8%	3.4%	640 539	704 593
Employee Related Costs - Salaries Capitalised									
Remuneration of Councillors									
Bad Debts (Provision for Bad Debts)									
Collection Costs									
Depreciation					347 430		2.0%	382 173	420 390
Repairs and Maintenance - External cost	8 548	39 590	12 854	2 211	25 000	-37%	0.1%	28 000	31 360
Repairs and Maintenance - Internal charges	1 856		1 948						
Interest Expense - External Borrowings									
Bulk Purchases									
Contracted Services	24 581	50 000	31 350	40 114	40 000	-20%	0.2%	44 800	50 176
Grants and Subsidies Paid									
Grants Expenditure									
General Expenses - Other	733 338	5 720 782	5 190 351	8 347 480	12 781 500	123%	73.7%	13 100 020	13 444 021
Loss on Sale of Properties									
TOTAL OPERATING EXPENDITURE	3 934 671	9 452 746	7 951 969	12 056 806	17 354 133	84%	100%	18 131 218	18 979 795
Internal Transfers:									
Internal Charges	14 721	179 875	11 744	16 997	22 005	-88%		24 190	26 555
NET OPERATING EXPENDITURE	3 949 392	9 632 621	7 963 713	12 073 803	17 376 138	80%		18 155 408	19 006 350
OPERATING SURPLUS/(DEFICIT)	(3 858 388)	(9 524 079)	(7 785 783)	(11 804 615)	(16 994 601)			(17 756 705)	(18 588 901)
Contribution to Capital Budget									
Total Transfers to Cash-Backed Reserves									
Total Transfers from Cash-Backed Reserves									
Total Other Adjustments									
NET OPERATING SURPLUS/ (DEFICIT)	(3 858 388)	(9 524 079)	(7 785 783)	(11 804 615)	(16 994 601)			(17 756 705)	(18 588 901)

INTERNAL AUDIT	ACTUAL INCOME / EXPENDITURE 2007 / 2008	BUDGET 2008 / 2009	ACTUAL 9 MONTHS 2008 / 2009	EXPECTED INCOME EXPENDITURE 2008 / 2009	BUDGET 2009 / 2010	% INCREASE Budget to Budget	% OF TOTAL	BUDGET 2010 / 2011	BUDGET 2011 / 2012
	R	R	R	R	R			R	R
INCOME									
Property Rates									
Plus Penalties Imposed									
User Charges for Services									
Rent of Facilities and Equipment									
Interest Earned External Investments									
Interest Earned Outstanding Debtors									
Fines									
Certificates and Permits									
Income from Agency Services									
Operating Grants and Subsidies									
Capital Grants									
Gain on Sale of Assets (Gains on disposal of investments)									
Deferred Income									
Municipal entities									
Other Income	3 874		1 024	1 488	1 100		100%	1 210	1 331
OPERATING INCOME GENERATED	3 874		1 024	1 488	1 100		100%	1 210	1 331
Less: Income foregone									
TOTAL OPERATING INCOME	3 874		1 024	1 488	1 100		100%	1 210	1 331
Internal Transfers:									
Internal Recoveries	7 866 579				6 514 977			7 171 719	
NET OPERATING INCOME	7 870 453		1 024	1 488	6 516 077			7 172 929	1 331

INTERNAL AUDIT	ACTUAL INCOME / EXPENDITURE 2007 / 2008	BUDGET 2008 / 2009	ACTUAL 9 MONTHS 2008 / 2009	EXPECTED INCOME EXPENDITURE 2008 / 2009	BUDGET 2009 / 2010	% INCREASE Budget to Budget	% OF TOTAL	BUDGET 2010 / 2011	BUDGET 2011 / 2012
	R	R	R	R	R			R	R
EXPENDITURE									
Employee Related Costs Salaries and Wages	9 558 653	15 215 995	9 029 906	12 352 365	15 663 200	3%	49.6%	17 229 520	18 952 474
Employee Related Costs - Social Contributions	2 113 404	3 784 967	1 833 318	2 439 941	3 592 940	5%	11.4%	3 952 233	4 347 457
Employee Related Costs - Salaries Capitalised		(40 000)			(40 000)		-0.1%	(40 000)	(40 000)
Remuneration of Councillors	8 617	67 310				-100%			
Bad Debts (Provision for Bad Debts)									
Collection Costs									
Depreciation					230 480		0.7%	253 528	278 881
Repairs and Maintenance - External cost	256 302	304 029	111 833	117 808	255 000	-16%	0.8%	170 240	190 669
Repairs and Maintenance - Internal charges	15 141	53 004	70 471	96 598	58 304	10%	0.2%	64 135	70 548
Interest Expense - External Borrowings									
Bulk Purchases									
Contracted Services									
Grants and Subsidies Paid									
Grants Expenditure									
General Expenses - Other	5 035 057	14 135 134	3 132 803	3 073 629	11 805 900	-16%	37.4%	12 873 397	13 907 885
Loss on Sale of Properties									
TOTAL OPERATING EXPENDITURE	16 987 174	33 520 439	14 178 331	18 080 341	31 565 824	-6%	100%	34 503 053	37 707 914
Internal Transfers:									
Internal Charges	181 359	224 557	138 084	183 042	218 996	-2%		240 569	263 097
NET OPERATING EXPENDITURE	17 168 533	33 744 996	14 316 415	18 263 383	31 784 820	-6%		34 743 622	37 971 011
OPERATING SURPLUS/(DEFICIT)	(9 298 080)	(33 744 996)	(14 315 391)	(18 261 895)	(25 268 743)			(27 570 693)	(37 969 680)
Contribution to Capital Budget									
Total Transfers to Cash-Backed Reserves									
Total Transfers from Cash-Backed Reserves									
Total Other Adjustments									
NET OPERATING SURPLUS/ (DEFICIT)	(9 298 080)	(33 744 996)	(14 315 391)	(18 261 895)	(25 268 743)			(27 570 693)	(37 969 680)

LEGAL AND ADMINISTRATIVE SERVICES	ACTUAL INCOME / EXPENDITURE 2007 / 2008	BUDGET 2008 / 2009	ACTUAL 9 MONTHS 2008 / 2009	EXPECTED INCOME EXPENDITURE 2008 / 2009	BUDGET 2009 / 2010	% INCREASE Budget to Budget	% OF TOTAL	BUDGET 2010 / 2011	BUDGET 2011 / 2012
	R	R	R	R	R			R	R
INCOME									
Property Rates									
Plus Penalties Imposed									
User Charges for Services									
Rent of Facilities and Equipment	9 251 936	9 896 462	6 448 726	8 546 823	8 183 974	-17%	92.5%	9 002 372	9 902 611
Interest Earned - External Investments									
Interest Earned - Outstanding Debtors									
Fines									
Certificates and Permits									
Income from Agency Services									
Operating Grants and Subsidies									
Capital Grants									
Gain on Sale of Assets (Gains on disposal of investments)									
Deferred Income									
Municipal entities									
Other Income	1 818 828	575 230	5 738 122	1 259 136	663 388	15%	7.5%	729 728	802 702
OPERATING INCOME GENERATED	11 070 764	10 471 692	12 186 848	9 805 959	8 847 362	-16%	100%	9 732 100	10 705 313
Less: Income foregone									
TOTAL OPERATING INCOME	11 070 764	10 471 692	12 186 848	9 805 959	8 847 362	-16%	100%	9 732 100	10 705 313
Internal Transfers:									
Internal Recoveries	29 203 397	49 305 984	21 136 793	29 448 621	33 896 682	-31%		37 081 190	39 723 453
NET OPERATING INCOME	40 274 161	59 777 676	33 323 641	39 254 580	42 744 044	-28%		46 813 290	50 428 766

LEGAL AND ADMINISTRATIVE SERVICES	ACTUAL INCOME / EXPENDITURE 2007 / 2008	BUDGET 2008 / 2009	ACTUAL 9 MONTHS 2008 / 2009	EXPECTED INCOME EXPENDITURE 2008 / 2009	BUDGET 2009 / 2010	% INCREASE Budget to Budget	% OF TOTAL	BUDGET 2010 / 2011	BUDGET 2011 / 2012
	R	R	R	R	R			R	R
EXPENDITURE									
Employee Related Costs - Salaries and Wages	74 372 425	92 494 821	65 435 704	86 300 771	106 612 260	15%	61.1%	117 273 505	129 000 866
Employee Related Costs - Social Contributions	18 235 194	22 909 268	15 402 712	20 310 979	25 576 689	12%	14.7%	28 134 364	30 947 810
Employee Related Costs - Salaries Capitalised		(43 000)			(43 000)			(43 000)	(43 000)
Remuneration of Councillors									
Bad Debts (Provision for Bad Debts)									
Collection Costs									
Depreciation	25 200 000	26 460 000	19 845 000	26 460 000	2 717 540	-90%	1.6%	2 989 294	3 288 223
Repairs and Maintenance - External cost	6 840 993	10 374 959	5 025 709	5 556 747	9 062 000	-13%	5.2%	10 149 440	11 367 373
Repairs and Maintenance - Internal charges	842 985	1 210 723	989 086	1 437 157	580 891	-52%	0.3%	638 980	702 879
Interest Expense - External Borrowings									
Bulk Purchases									
Contracted Services	14 887 993	13 905 351	9 870 836	15 453 497	14 283 000	3%	8.2%	15 996 960	17 916 595
Grants and Subsidies Paid	5 407 500	5 677 875	5 677 875	9 733 499	5 961 000	5%	3.4%	6 557 100	7 212 810
Grants Expenditure									
General Expenses - Other	7 031 685	10 949 425	4 938 238	6 683 917	9 706 100	-11%	5.6%	10 519 607	11 343 905
Loss on Sale of Properties									
TOTAL OPERATING EXPENDITURE	152 818 775	183 939 422	127 185 160	171 936 567	174 456 480	-5%	100%	192 216 250	211 737 461
Internal Transfers:									
Internal Charges	60 840 558	68 907 037	44 819 298	60 314 038	56 216 274	-18%		61 542 895	66 065 855
NET OPERATING EXPENDITURE	213 659 333	252 846 459	172 004 458	232 250 605	230 672 754	-9%		253 759 145	277 803 316
OPERATING SURPLUS/(DEFICIT)	(173 385 172)	(193 068 783)	(138 680 817)	(192 996 025)	(187 928 710)			(206 945 855)	(227 374 550)
Contribution to Capital Budget									
Total Transfers to Cash-Backed Reserves									
Total Transfers from Cash-Backed Reserves									
Total Other Adjustments									
NET OPERATING SURPLUS/ (DEFICIT)	(173 385 172)	(193 068 783)	(138 680 817)	(192 996 025)	(187 928 710)			(206 945 855)	(227 374 550)

METRO PARKS	ACTUAL INCOME / EXPENDITURE 2007 / 2008	BUDGET 2008 / 2009	ACTUAL 9 MONTHS 2008 / 2009	EXPECTED INCOME EXPENDITURE 2008 / 2009	BUDGET 2009 / 2010	% INCREASE Budget to Budget	% OF TOTAL	BUDGET 2010 / 2011	BUDGET 2011 / 2012
	R	R	R	R	R			R	R
INCOME									
Property Rates									
Plus Penalties Imposed									
User Charges for Services	9 469 981	10 485 510	10 125 921	13 782 373	11 009 786	5%	74.6%	12 110 765	13 321 843
Rent of Facilities and Equipment	407 425	448 231	263 991	337 251	408 830	-9%	2.8%	449 713	494 685
Interest Earned - External Investments									
Interest Earned - Outstanding Debtors									
Fines									
Certificates and Permits									
Income from Agency Services									
Operating Grants and Subsidies			507 158						
Capital Grants		18 500 000	6 333 348	8 788 700		-100%			
Gain on Sale of Assets (Gains on disposal of investments)									
Deferred Income									
Municipal entities									
Other Income	4 700 766	3 291 713	980 799	1 393 046	3 345 918	2%	22.7%	3 680 512	4 048 564
OPERATING INCOME GENERATED	14 578 172	32 725 454	18 211 217	24 301 370	14 764 534	-55%	100.0%	16 240 990	17 865 092
Less: Income foregone									
TOTAL OPERATING INCOME	14 578 172	32 725 454	18 211 217	24 301 370	14 764 534	-55%	100.0%	16 240 990	17 865 092
Internal Transfers:									
Internal Recoveries									
NET OPERATING INCOME	14 578 172	32 725 454	18 211 217	24 301 370	14 764 534	-55%		16 240 990	17 865 092

METRO PARKS	ACTUAL INCOME / EXPENDITURE 2007 / 2008	BUDGET 2008 / 2009	ACTUAL 9 MONTHS 2008 / 2009	EXPECTED INCOME EXPENDITURE 2008 / 2009	BUDGET 2009 / 2010	% INCREASE Budget to Budget	% OF TOTAL	BUDGET 2010 / 2011	BUDGET 2011 / 2012
	R	R	R	R	R			R	R
EXPENDITURE									
Employee Related Costs - Salaries and Wages	160 155 300	196 046 031	151 965 536	197 684 339	242 416 203	24%	56.1%	266 657 828	293 323 620
Employee Related Costs - Social Contributions	36 981 636	46 559 478	34 263 411	45 309 724	59 556 069	28%	13.8%	65 511 678	72 062 851
Employee Related Costs - Salaries Capitalised									
Remuneration of Councillors									
Bad Debts (Provision for Bad Debts)									
Collection Costs									
Depreciation									
Repairs and Maintenance - External cost	20 988 039	44 342 323	28 874 190	31 438 628	65 462 000	48%	15.1%	73 317 440	82 115 535
Repairs and Maintenance - Internal charges	2 750 583	6 022 935	3 562 196	4 735 840	5 888 319	-2%	1.4%	6 477 150	7 124 865
Interest Expense - External Borrowings									
Bulk Purchases									
Contracted Services	21 081 539	33 588 546	16 663 382	18 282 269	35 045 000	4%	8.1%	38 050 400	41 416 447
Grants and Subsidies Paid									
Grants Expenditure									
General Expenses - Other	21 234 389	23 074 628	15 328 723	21 268 257	23 748 400	3%	5.5%	26 428 208	28 436 949
Loss on Sale of Properties									
TOTAL OPERATING EXPENDITURE	263 191 486	349 633 941	250 657 438	318 719 057	432 115 991	24%	100.0%	476 442 704	524 480 267
Internal Transfers:									
Internal Charges	27 118 594	12 763 780	14 160 518	18 674 743	11 079 931	-13%		12 187 925	13 406 723
NET OPERATING EXPENDITURE	290 310 080	362 397 721	264 817 956	337 393 800	443 195 922	22%		488 630 629	537 886 990
OPERATING SURPLUS/(DEFICIT)	(275 731 908)	(329 672 267)	(246 606 739)	(313 092 430)	(428 431 388)			(472 389 639)	(520 021 898)
Contribution to Capital Budget									
Total Transfers to Cash-Backed Reserves	11 429 246	18 500 000	6 124 819	18 315 000					
Total Transfers from Cash-Backed Reserves									
Total Other Adjustments									
NET OPERATING SURPLUS/ (DEFICIT)	(287 161 154)	(348 172 267)	(252 731 558)	(331 407 430)	(428 431 388)			(472 389 639)	(520 021 898)

POLITICAL OFFICE	ACTUAL INCOME / EXPENDITURE 2007 / 2008	BUDGET 2008 / 2009	ACTUAL 9 MONTHS 2008 / 2009	EXPECTED INCOME EXPENDITURE 2008 / 2009	BUDGET 2009 / 2010	% INCREASE Budget to Budget	% OF TOTAL	BUDGET 2010 / 2011	BUDGET 2011 / 2012
	R	R	R	R	R			R	R
INCOME									
Property Rates									
Plus Penalties Imposed									
User Charges for Services									
Rent of Facilities and Equipment									
Interest Earned - External Investments									
Interest Earned - Outstanding Debtors									
Fines									
Certificates and Permits									
Income from Agency Services									
Operating Grants and Subsidies	137 276	2 004 308		2 004 000		-100%			
Capital Grants									
Gain on Sale of Assets (Gains on disposal of investments)									
Deferred Income									
Municipal entities									
Other Income	601 639	468 893	365 238	487 902	465 295	-1%	100.0%	511 826	563 008
OPERATING INCOME GENERATED	738 915	2 473 201	365 238	2 491 902	465 295	-81%	100.0%	511 826	563 008
Less: Income foregone									
TOTAL OPERATING INCOME	738 915	2 473 201	365 238	2 491 902	465 295	-81%	100.0%	511 826	563 008
Internal Transfers:									
Internal Recoveries	48 838 428	53 997 154	41 904 260	56 203 206	64 403 160	19%		70 998 136	78 028 650
NET OPERATING INCOME	49 577 343	56 470 355	42 269 498	58 695 108	64 868 455	15%		71 509 962	78 591 658

POLITICAL OFFICE	ACTUAL INCOME / EXPENDITURE 2007 / 2008	BUDGET 2008 / 2009	ACTUAL 9 MONTHS 2008 / 2009	EXPECTED INCOME EXPENDITURE 2008 / 2009	BUDGET 2009 / 2010	% INCREASE Budget to Budget	% OF TOTAL	BUDGET 2010 / 2011	BUDGET 2011 / 2012
	R	R	R	R	R			R	R
EXPENDITURE									
Employee Related Costs - Salaries and Wages	19 478 978	21 433 184	17 097 133	23 033 616	26 716 964	25%	8.3%	29 388 665	32 327 537
Employee Related Costs - Social Contributions	1 913 685	2 186 286	1 830 021	2 399 283	2 703 764	24%	0.8%	2 974 142	3 271 558
Employee Related Costs - Salaries Capitalised		(250 000)			(250 000)		-0.1%	(250 000)	(250 000)
Remuneration of Councillors	53 379 282	59 858 380	43 988 980	58 822 885	66 636 377	11%	20.8%	73 300 019	80 630 021
Bad Debts (Provision for Bad Debts)									
Collection Costs									
Depreciation	116 604	122 430	91 823	122 430	193 887 030	158266%	60.6%	213 275 733	234 603 306
Repairs and Maintenance - External cost	85 668	240 210	43 043	51 657	210 000	-13%	0.1%	235 200	263 430
Repairs and Maintenance - Internal charges		57 135			62 849	10%		69 134	76 047
Interest Expense - External Borrowings									
Bulk Purchases									
Contracted Services					102 000			110 160	118 973
Grants and Subsidies Paid									
Grants Expenditure									
General Expenses - Other	22 754 229	36 548 184	21 292 300	27 629 546	30 066 200	-18%	9.4%	32 404 696	34 930 260
Loss on Sale of Properties									
TOTAL OPERATING EXPENDITURE	97 728 446	120 195 809	84 343 300	112 059 417	320 135 184	166%	100.0%	351 507 749	385 971 132
Internal Transfers:									
Internal Charges	56 534 206	64 609 565	48 069 969	64 466 358	73 979 712	15%		81 504 474	89 476 815
NET OPERATING EXPENDITURE	154 262 652	184 805 374	132 413 269	176 525 775	394 114 896	113%		433 012 223	475 447 947
OPERATING SURPLUS/(DEFICIT)	(104 685 309)	(128 335 019)	(90 143 771)	(117 830 667)	(329 246 441)			(361 502 261)	(396 856 289)
Contribution to Capital Budget									
Total Transfers to Cash-Backed Reserves									
Total Transfers from Cash-Backed Reserves									
Total Other Adjustments									
NET OPERATING SURPLUS/ (DEFICIT)	(104 685 309)	(128 335 019)	(90 143 771)	(117 830 667)	(329 246 441)			(361 502 261)	(396 856 289)

RESEARCH AND DEVELOPMENT	ACTUAL INCOME / EXPENDITURE 2007 / 2008	BUDGET 2008 / 2009	ACTUAL 9 MONTHS 2008 / 2009	EXPECTED INCOME EXPENDITURE 2008 / 2009	BUDGET 2009 / 2010	% INCREASE Budget to Budget	% OF TOTAL	BUDGET 2010 / 2011	BUDGET 2011 / 2012
	R	R	R	R	R			R	R
INCOME									
Property Rates									
Plus Penalties Imposed									
User Charges for Services									
Rent of Facilities and Equipment									
Interest Earned - External Investments									
Interest Earned - Outstanding Debtors									
Fines									
Certificates and Permits									
Income from Agency Services									
Operating Grants and Subsidies									
Capital Grants									
Gain on Sale of Assets (Gains on disposal of investments)									
Deferred Income									
Municipal entities									
Other Income			412	706	1 500		100.0%	1 650	1 815
OPERATING INCOME GENERATED			412	706	1 500		100.0%	1 650	1 815
Less: Income foregone									
TOTAL OPERATING INCOME			412	706	1 500		100.0%	1 650	1 815
Internal Transfers:									
Internal Recoveries									
NET OPERATING INCOME			412	706	1 500			1 650	1 815

RESEARCH AND DEVELOPMENT	ACTUAL INCOME / EXPENDITURE 2007 / 2008	BUDGET 2008 / 2009	ACTUAL 9 MONTHS 2008 / 2009	EXPECTED INCOME EXPENDITURE 2008 / 2009	BUDGET 2009 / 2010	% INCREASE Budget to Budget	% OF TOTAL	BUDGET 2010 / 2011	BUDGET 2011 / 2012
	R	R	R	R	R			R	R
EXPENDITURE									
Employee Related Costs - Salaries and Wages		1 787 048	1 296 528	1 914 798	2 369 471	33%	43.3%	2 606 418	2 867 060
Employee Related Costs - Social Contributions		214 285	105 509	145 422	449 424	110%	8.2%	494 367	543 803
Employee Related Costs - Salaries Capitalised		(6 000)			(6 000)		-0.1%	(6 000)	(6 000)
Remuneration of Councillors									
Bad Debts (Provision for Bad Debts)									
Collection Costs									
Depreciation					43 480		0.8%	47 828	52 611
Repairs and Maintenance - External cost		12 463	877		20 000	60%	0.4%	22 400	25 088
Repairs and Maintenance - Internal charges		7 572	1 948	1 670	8 329	10%	0.2%	9 162	10 078
Interest Expense - External Borrowings									
Bulk Purchases									
Contracted Services									
Grants and Subsidies Paid									
Grants Expenditure									
General Expenses - Other		1 648 688	358 734	391 517	2 588 500	57%	47.3%	2 778 384	2 982 815
Loss on Sale of Properties									
TOTAL OPERATING EXPENDITURE		3 664 056	1 763 596	2 453 407	5 473 204	49%	100.0%	5 952 559	6 475 455
Internal Transfers:									
Internal Charges		20 394	11 744	16 997	22 005	8%		24 190	26 555
NET OPERATING EXPENDITURE		3 684 450	1 775 340	2 470 404	5 495 209	49%		5 976 749	6 502 010
OPERATING SURPLUS/(DEFICIT)		(3 684 450)	(1 774 928)	(2 469 698)	(5 493 709)			(5 975 099)	(6 500 195)
Contribution to Capital Budget									
Total Transfers to Cash-Backed Reserves									
Total Transfers from Cash-Backed Reserves									
Total Other Adjustments									
NET OPERATING SURPLUS/ (DEFICIT)		(3 684 450)	(1 774 928)	(2 469 698)	(5 493 709)			(5 975 099)	(6 500 195)

RISK MANAGEMENT	ACTUAL INCOME / EXPENDITURE 2007 / 2008	BUDGET 2008 / 2009	ACTUAL 9 MONTHS 2008 / 2009	EXPECTED INCOME EXPENDITURE 2008 / 2009	BUDGET 2009 / 2010	% INCREASE Budget to Budget	% OF TOTAL	BUDGET 2010 / 2011	BUDGET 2011 / 2012
	R	R	R	R	R			R	R
EXPENDITURE									
Employee Related Costs - Salaries and Wages	53 392	415 153	578 893	785 532	890 969	115%	45.9%	980 066	1 078 073
Employee Related Costs - Social Contributions	125	91 077	3 069	4 091	7 884	-91%	0.4%	8 672	9 539
Employee Related Costs - Salaries Capitalised									
Remuneration of Councillors									
Bad Debts (Provision for Bad Debts)									
Collection Costs									
Depreciation									
Repairs and Maintenance - External cost		9 000				-100%	0.0%		
Repairs and Maintenance - Internal charges									
Interest Expense - External Borrowings									
Bulk Purchases									
Contracted Services									
Grants and Subsidies Paid									
Grants Expenditure									
General Expenses - Other		1 315 217	239 712	91 792	1 043 400	-21%	53.7%	1 126 872	1 217 022
Loss on Sale of Properties									
TOTAL OPERATING EXPENDITURE	53 517	1 830 447	821 674	881 415	1 942 253	6%	100.0%	2 115 610	2 304 634
Internal Transfers:									
Internal Charges									
NET OPERATING EXPENDITURE	53 517	1 830 447	821 674	881 415	1 942 253	6%		2 115 610	2 304 634
OPERATING SURPLUS/(DEFICIT)	(53 517)	(1 830 447)	(821 674)	(881 415)	(1 942 253)			(2 115 610)	(2 304 634)
Contribution to Capital Budget									
Total Transfers to Cash-Backed Reserves									
Total Transfers from Cash-Backed Reserves									
Total Other Adjustments									
NET OPERATING SURPLUS/ (DEFICIT)	(53 517)	(1 830 447)	(821 674)	(881 415)	(1 942 253)			(2 115 610)	(2 304 634)

SOLID WASTE	ACTUAL INCOME / EXPENDITURE 2007 / 2008	BUDGET 2008 / 2009	ACTUAL 9 MONTHS 2008 / 2009	EXPECTED INCOME EXPENDITURE 2008 / 2009	BUDGET 2009 / 2010	% INCREASE Budget to Budget	% OF TOTAL	BUDGET 2010 / 2011	BUDGET 2011 / 2012
	R	R	R	R	R			R	R
INCOME									
Property Rates									
Plus Penalties Imposed									
User Charges for Services	404 660 429	455 507 210	340 841 599	455 635 928	534 251 414	17%	91.3%	610 291 306	699 503 757
Rent of Facilities and Equipment									
Interest Earned - External Investments									
Interest Earned - Outstanding Debtors	46 575 388	-	37 621 018	48 393 834	41 550 740		7.1%	45 705 814	50 276 395
Fines									
Certificates and Permits									
Income from Agency Services									
Operating Grants and Subsidies	12 431 479								
Capital Grants		10 000 000	33 350 649	47 090 573		-100%			
Gain on Sale of Assets (Gains on disposal of investments)									
Deferred Income									
Municipal entities									
Other Income	96 271	7 104 937	113 613	172 031	9 408 153	32%	1.6%	10 348 968	11 383 865
OPERATING INCOME GENERATED	463 763 567	472 612 147	411 926 879	551 292 366	585 210 307	24%	100.0%	666 346 088	761 164 017
Less: Income foregone									
TOTAL OPERATING INCOME	463 763 567	472 612 147	411 926 879	551 292 366	585 210 307	24%	100.0%	666 346 088	761 164 017
Internal Transfers:									
Internal Recoveries	60 698 753	23 068 821	32 544 117	36 101 531	23 068 821	0%		25 375 703	27 913 275
NET OPERATING INCOME	524 462 320	495 680 968	444 470 996	587 393 897	608 279 128	23%		691 721 791	789 077 292

SOLID WASTE	ACTUAL INCOME / EXPENDITURE 2007 / 2008	BUDGET 2008 / 2009	ACTUAL 9 MONTHS 2008 / 2009	EXPECTED INCOME EXPENDITURE 2008 / 2009	BUDGET 2009 / 2010	% INCREASE Budget to Budget	% OF TOTAL	BUDGET 2010 / 2011	BUDGET 2011 / 2012
	R	R	R	R	R			R	R
EXPENDITURE									
Employee Related Costs - Salaries and Wages	131 107 359	162 603 441	132 436 792	174 857 050	202 863 248	25%	28.8%	223 149 577	245 464 545
Employee Related Costs - Social Contributions	26 273 844	31 829 401	24 483 198	32 118 775	42 033 879	32%	6.0%	46 237 270	50 860 999
Employee Related Costs - Salaries Capitalised		(4 993 400)			(4 993 400)		-0.7%	(4 993 400)	(4 993 400)
Remuneration of Councillors									
Bad Debts (Provision for Bad Debts)	28 704 696	32 802 135	24 601 600	32 802 133	41 576 760	27%	5.9%	48 358 373	55 298 356
Collection Costs									
Depreciation	12 600 000	13 230 000	9 922 500	13 230 000	17 784 780	34%	2.5%	19 563 258	21 519 584
Repairs and Maintenance - External cost	22 878 373	77 801 303	50 192 353	61 681 601	102 404 907	32%	14.5%	114 693 496	128 456 714
Repairs and Maintenance - Internal charges	2 559 089	7 505 923	3 262 156	4 313 232	8 205 215	9%	1.2%	9 025 733	9 928 309
Interest Expense - External Borrowings	21 679 415								
Bulk Purchases									
Contracted Services	180 500 120	191 330 436	114 455 016	143 682 034	191 687 816		27.2%	211 970 192	234 686 377
Grants and Subsidies Paid									
Grants Expenditure									
General Expenses - Other	40 475 850	46 869 582	32 286 791	45 087 689	102 438 877	119%	14.6%	111 579 870	120 181 618
Loss on Sale of Properties									
TOTAL OPERATING EXPENDITURE	466 778 746	558 978 821	391 640 406	507 772 514	704 002 082	26%	100.0%	779 584 369	861 403 102
Internal Transfers:									
Internal Charges	75 111 651	42 402 987	47 896 519	58 465 868	44 268 993	4%		48 559 513	53 248 913
NET OPERATING EXPENDITURE	541 890 397	601 381 808	439 536 925	566 238 382	748 271 075	24%		828 143 882	914 652 015
OPERATING SURPLUS/(DEFICIT)	(17 428 077)	(105 700 840)	4 934 071	21 155 515	(139 991 947)			(136 422 091)	(125 574 723)
Contribution to Capital Budget									
Total Transfers to Cash-Backed Reserves	12 431 479	35 000 000	33 258 342	24 750 000					
Total Transfers from Cash-Backed Reserves									
Total Other Adjustments									
NET OPERATING SURPLUS/ (DEFICIT)	(29 859 556)	(140 700 840)	(28 324 271)	(3 594 485)	(139 991 947)			(136 422 091)	(125 574 723)

SPRINGS FRESH PRODUCE MARKET	ACTUAL INCOME / EXPENDITURE 2007 / 2008	BUDGET 2008 / 2009	ACTUAL 9 MONTHS 2008 / 2009	EXPECTED INCOME EXPENDITURE 2008 / 2009	BUDGET 2009 / 2010	% INCREASE Budget to Budget	% OF TOTAL	BUDGET 2010 / 2011	BUDGET 2011 / 2012
	R	R	R	R	R			R	R
INCOME									
Property Rates									
Plus Penalties Imposed									
User Charges for Services	16 163 547	13 323 221	12 092 066	15 984 487	13 986 839	5%	85.6%	14 686 181	15 420 490
Rent of Facilities and Equipment	2 015 959	2 028 961	1 646 501	2 166 816	2 069 530	2%	12.7%	2 276 483	2 504 131
Interest Earned - External Investments	312 727	113 850	225 923	301 571	280 000	146%	1.7%	280 000	280 000
Interest Earned - Outstanding Debtors									
Fines									
Certificates and Permits									
Income from Agency Services									
Operating Grants and Subsidies									
Capital Grants									
Gain on Sale of Assets (Gains on disposal of investments)									
Deferred Income									
Municipal entities									
Other Income	9 551	4 832	5 384	6 956	5 035	4%		5 539	6 093
OPERATING INCOME GENERATED	18 501 784	15 470 864	13 969 874	18 459 830	16 341 404	6%	100.0%	17 248 203	18 210 714
Less: Income foregone									
TOTAL OPERATING INCOME	18 501 784	15 470 864	13 969 874	18 459 830	16 341 404	6%	100.0%	17 248 203	18 210 714
Internal Transfers:									
Internal Recoveries									
NET OPERATING INCOME	18 501 784	15 470 864	13 969 874	18 459 830	16 341 404	6%		17 248 203	18 210 714

SPRINGS FRESH PRODUCE MARKET	ACTUAL INCOME / EXPENDITURE 2007 / 2008	BUDGET 2008 / 2009	ACTUAL 9 MONTHS 2008 / 2009	EXPECTED INCOME EXPENDITURE 2008 / 2009	BUDGET 2009 / 2010	% INCREASE Budget to Budget	% OF TOTAL	BUDGET 2010 / 2011	BUDGET 2011 / 2012
	R	R	R	R	R			R	R
EXPENDITURE									
Employee Related Costs - Salaries and Wages	3 950 301	3 850 784	3 493 207	4 546 124	5 475 712	42%	57.2%	6 023 284	6 625 612
Employee Related Costs - Social Contributions	1 008 667	1 100 148	899 196	1 169 688	1 467 372	33%	15.3%	1 614 109	1 775 520
Employee Related Costs - Salaries Capitalised									
Remuneration of Councillors									
Bad Debts (Provision for Bad Debts)									
Collection Costs									
Depreciation									
Repairs and Maintenance - External cost	1 194 612	1 269 211	1 065 857	1 104 703	1 348 000	6%	14.1%	1 509 760	1 690 931
Repairs and Maintenance - Internal charges	118 663	30 650	-	-	33 715	10%	0.4%	37 087	40 796
Interest Expense - External Borrowings									
Bulk Purchases									
Contracted Services									
Grants and Subsidies Paid									
Grants Expenditure									
General Expenses - Other	879 474	1 353 694	669 276	854 785	1 243 000	-8%	13.0%	1 349 173	1 456 147
Loss on Sale of Properties									
TOTAL OPERATING EXPENDITURE	7 151 717	7 604 487	6 127 536	7 675 300	9 567 799	26%	100.0%	10 533 413	11 589 006
Internal Transfers:									
Internal Charges	1 944 163	2 877 353	1 625 502	2 188 242	2 966 774	3%		3 263 452	3 589 797
NET OPERATING EXPENDITURE	9 095 880	10 481 840	7 753 038	9 863 542	12 534 573	20%		13 796 865	15 178 803
OPERATING SURPLUS/(DEFICIT)	9 405 904	4 989 024	6 216 836	8 596 288	3 806 831			3 451 338	3 031 911
Contribution to Capital Budget									
Total Transfers to Cash-Backed Reserves									
Total Transfers from Cash-Backed Reserves									
Total Other Adjustments									
NET OPERATING SURPLUS/ (DEFICIT)	9 405 904	4 989 024	6 216 836	8 596 288	3 806 831			3 451 338	3 031 911

SPORT, RECREATION, ARTS AND CULTURE	ACTUAL INCOME / EXPENDITURE 2007 / 2008	BUDGET 2008 / 2009	ACTUAL 9 MONTHS 2008 / 2009	EXPECTED INCOME EXPENDITURE 2008 / 2009	BUDGET 2009 / 2010	% INCREASE Budget to Budget	% OF TOTAL	BUDGET 2010 / 2011	BUDGET 2011 / 2012
	R	R	R	R	R			R	R
INCOME									
Property Rates									
Plus Penalties Imposed									
User Charges for Services	161 823	281 873	89 071	124 971	228 014	-19%	2.3%	250 827	275 908
Rent of Facilities and Equipment	6 965 351	7 024 936	3 970 118	5 391 757	7 164 820	2%	73.1%	7 881 302	8 669 436
Interest Earned - External Investments									
Interest Earned - Outstanding Debtors									
Fines	896 115	974 837	488 225	714 174	1 023 428	5%	10.4%	1 125 773	1 238 352
Certificates and Permits	16 191		4 043	6 207	2 000			2 200	2 420
Income from Agency Services									
Operating Grants and Subsidies	25 510 120	5 033 355	2 778 813	1 411 366		-100%			
Capital Grants		58 500 000	24 464 190	29 630 681		-100%			
Gain on Sale of Assets (Gains on disposal of investments)									
Deferred Income									
Municipal entities									
Other Income	1 190 367	1 833 924	1 374 487	1 318 698	1 383 807	-25%	14.1%	1 522 188	1 674 411
OPERATING INCOME GENERATED	34 739 967	73 648 925	33 168 947	38 597 854	9 802 069	-87%	100.0%	10 782 290	11 860 527
Less: Income foregone									
TOTAL OPERATING INCOME	34 739 967	73 648 925	33 168 947	38 597 854	9 802 069	-87%	100.0%	10 782 290	11 860 527
Internal Transfers:									
Internal Recoveries	1 522 796	1 762 102	1 256 039	1 697 677	1 330 498	-24%		1 460 978	1 603 875
NET OPERATING INCOME	36 262 763	75 411 027	34 424 986	40 295 531	11 132 567	-85%		12 243 268	13 464 402

SPORT, RECREATION, ARTS AND CULTURE	ACTUAL INCOME / EXPENDITURE 2007 / 2008	BUDGET 2008 / 2009	ACTUAL 9 MONTHS 2008 / 2009	EXPECTED INCOME EXPENDITURE 2008 / 2009	BUDGET 2009 / 2010	% INCREASE Budget to Budget	% OF TOTAL	BUDGET 2010 / 2011	BUDGET 2011 / 2012
	R	R	R	R	R			R	R
EXPENDITURE									
Employee Related Costs - Salaries and Wages	146 801 504	183 855 078	139 932 727	184 441 293	226 713 741	23%	62.5%	246 635 405	271 298 996
Employee Related Costs - Social Contributions	36 233 179	44 966 832	32 862 298	43 255 561	55 334 679	23%	15.3%	60 086 851	66 095 559
Employee Related Costs - Salaries Capitalised		(6 707 500)			(6 707 500)		-1.8%	(6 707 500)	(6 707 500)
Remuneration of Councillors									
Bad Debts (Provision for Bad Debts)									
Collection Costs									
Depreciation	61 950 000	65 047 500	48 785 625	65 047 500	30 624 780	-53%	8.4%	33 687 258	37 055 984
Repairs and Maintenance - External cost	25 672 525	27 329 993	20 182 985	21 832 651	27 581 000	1%	7.6%	30 890 720	34 597 603
Repairs and Maintenance - Internal charges	1 422 603	1 828 990	1 280 752	1 648 758	1 638 768	-10%	0.5%	1 802 647	1 982 913
Interest Expense - External Borrowings									
Bulk Purchases									
Contracted Services	803 529	1 285 140	614 003	705 018	696 000	-46%	0.2%	779 520	873 062
Grants and Subsidies Paid	46 295	52 500	15 626	26 788		-100%			
Grants Expenditure									
General Expenses - Other	32 031 981	32 079 708	22 214 912	28 676 750	26 745 200	-17%	7.4%	29 032 893	31 236 974
Loss on Sale of Properties									
TOTAL OPERATING EXPENDITURE	304 961 616	349 738 241	265 888 928	345 634 319	362 626 668	4%	100.0%	396 207 794	436 433 591
Internal Transfers:									
Internal Charges	55 092 466	67 278 734	48 249 842	65 666 235	80 316 340	19%		88 231 795	96 157 155
NET OPERATING EXPENDITURE	360 054 082	417 016 975	314 138 770	411 300 554	442 943 008	6%		484 439 589	532 590 746
OPERATING SURPLUS/(DEFICIT)	(323 791 319)	(341 605 948)	(279 713 784)	(371 005 023)	(431 810 441)			(472 196 321)	(519 126 344)
Contribution to Capital Budget									
Total Transfers to Cash-Backed Reserves	22 755 456	33 500 000	24 427 229	43 065 000					
Total Transfers from Cash-Backed Reserves									
Total Other Adjustments									
NET OPERATING SURPLUS/ (DEFICIT)	(346 546 775)	(375 105 948)	(304 141 013)	(414 070 023)	(431 810 441)			(472 196 321)	(519 126 344)

TOURISM	ACTUAL INCOME / EXPENDITURE 2007 / 2008	BUDGET 2008 / 2009	ACTUAL 9 MONTHS 2008 / 2009	EXPECTED INCOME EXPENDITURE 2008 / 2009	BUDGET 2009 / 2010	% INCREASE Budget to Budget	% OF TOTAL	BUDGET 2010 / 2011	BUDGET 2011 / 2012
	R	R	R	R	R			R	R
INCOME									
Property Rates									
Plus Penalties Imposed									
User Charges for Services									
Rent of Facilities and Equipment									
Interest Earned - External Investments									
Interest Earned - Outstanding Debtors									
Fines									
Certificates and Permits									
Income from Agency Services									
Operating Grants and Subsidies									
Capital Grants									
Gain on Sale of Assets (Gains on disposal of investments)									
Deferred Income									
Municipal entities									
Other Income									
OPERATING INCOME GENERATED			8 639						
Less: Income foregone									
TOTAL OPERATING INCOME			8 639						
Internal Transfers:									
Internal Recoveries									
NET OPERATING INCOME			8 639						

TOURISM	ACTUAL INCOME / EXPENDITURE 2007 / 2008	BUDGET 2008 / 2009	ACTUAL 9 MONTHS 2008 / 2009	EXPECTED INCOME EXPENDITURE 2008 / 2009	BUDGET 2009 / 2010	% INCREASE Budget to Budget	% OF TOTAL	BUDGET 2010 / 2011	BUDGET 2011 / 2012
	R	R	R	R	R			R	R
EXPENDITURE									
Employee Related Costs - Salaries and Wages					176 865		79.6%	194 552	214 007
Employee Related Costs - Social Contributions					45 270		20.4%	49 798	54 778
Employee Related Costs - Salaries Capitalised									
Remuneration of Councillors									
Bad Debts (Provision for Bad Debts)									
Collection Costs									
Depreciation									
Repairs and Maintenance - External cost									
Repairs and Maintenance - Internal charges									
Interest Expense - External Borrowings									
Bulk Purchases									
Contracted Services									
Grants and Subsidies Paid									
Grants Expenditure									
General Expenses - Other									
Loss on Sale of Properties									
TOTAL OPERATING EXPENDITURE					222 135		100.0%	244 350	268 785
Internal Transfers:									
Internal Charges									
NET OPERATING EXPENDITURE					222 135			244 350	268 785
OPERATING SURPLUS/(DEFICIT)			8 639		(222 135)			(244 350)	(268 785)
Contribution to Capital Budget									
Total Transfers to Cash-Backed Reserves									
Total Transfers from Cash-Backed Reserves									
Total Other Adjustments									
NET OPERATING SURPLUS/ (DEFICIT)			8 639		(222 135)			(244 350)	(268 785)

5.9 2009/2010 SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP)

In terms of Section 69 (3) of the MFMA, the Accounting Officer is required to submit a draft SDBIP to the Mayor no later than 14 days after the approval of the Budget along with drafts of the performance agreements as required in terms of Section 57 (1) (b) of the Municipal Systems Act. The Mayor must subsequently approve the SDBIP within 14 days of receipt, or no later than 28 days after the approval of the Budget in accordance with the MFMA Section 53 (1) (c) (ii).

The Ekurhuleni Metropolitan Municipality's approach is to consider the SDBIP together with the Budget.

Council is in the process of developing a SDBIP programme which will be included in the final Budget. Currently only the measurable performances indicators have been compiled.

The Annual Measurable Performance Indicators of each department, including the quarterly targets, are reflected in Supporting Table 10.

The next two pages reflect the expected income and expenditure quarterly targets. Pages 332 to 355 reflect the Capital Budget per ward.

	BUDGET 2009 / 2010	First Quarter	Second Quarter	Third Quarter	Fourth Quarter
	R	R	R	R	R
INCOME					
Property Rates	2 652 591 263	663 147 816	663 147 816	663 147 816	663 147 815
Plus Penalties Imposed	100 345 916	25 086 479	25 086 479	25 086 479	25 086 479
User Charges for Services	8 761 835 673	2 045 669 618	2 289 467 661	2 540 932 345	1 885 916 411
Rent of Facilities and Equipment	45 135 304	10 832 473	11 735 179	12 637 885	9 929 767
Interest Earned - External Investments	179 218 841	43 012 522	46 596 899	50 181 275	39 428 145
Interest Earned - Outstanding Debtors	400 000 020	100 000 005	100 000 005	100 000 005	100 000 004
Fines	86 986 620	21 746 653	21 746 653	21 746 653	21 746 662
Certificates and Permits	29 018 987	7 254 747	8 125 316	7 254 747	6 384 176
Income from Agency Services	165 158 976	33 031 795	34 683 385	49 547 693	47 896 102
Operating Grants and Subsidies	2 343 228 440	585 807 087	632 671 679	562 374 826	562 374 849
Capital Grants					
Deferred Income	192 937 500	48 234 375	48 234 375	48 234 375	48 234 374
Other Income	72 988 878	14 597 776	25 546 107	22 626 552	10 218 444
OPERATING INCOME GENERATED	15 029 446 418	3 598 421 346	3 907 041 554	4 103 770 651	3 420 363 228
Less: Income foregone	625 674 268	156 418 567	156 418 567	156 418 567	156 418 566
TOTAL OPERATING INCOME	14 403 772 150	3 442 002 779	3 750 622 987	3 947 352 084	3 263 944 662
Internal Transfers:					
Internal Recoveries	1 529 316 316	382 329 082	382 329 078	382 329 078	382 329 078
NET OPERATING INCOME	15 933 088 466	3 824 331 861	4 132 952 065	4 329 681 162	3 646 273 740

	BUDGET 2009 / 2010	First Quarter	Second Quarter	Third Quarter	Fourth Quarter
	R	R	R	R	R
EXPENDITURE					
Employee Related Costs - Salaries and Wages	3 320 072 303	830 560 966	830 560 966	828 389 405	830 560 966
Employee Related Costs - Social Contributions	788 285 157	197 200 188	197 200 188	196 684 594	197 200 187
Employee Related Costs - Salaries Capitalised	(109 300 184)	(27 350 617)	(27 350 617)	(27 248 334)	(27 350 616)
Remuneration of Councillors	66 636 377	16 659 094	16 659 094	16 659 094	16 659 093
Bad Debts (Provision for Bad Debts)	1 142 999 829	285 749 955	285 749 958	285 749 958	285 749 958
Collection Costs	91 466 000	22 866 499	22 866 500	22 866 500	22 866 500
Depreciation	510 566 620	127 641 655	127 641 655	127 641 655	127 641 654
Repairs and Maintenance - External cost	1 222 194 828	258 484 731	262 422 092	329 956 848	371 331 156
Repairs and Maintenance - Internal charges	614 433 678	103 717 834	109 607 324	168 154 865	232 953 656
Interest Expense - External Borrowings	274 795 300	68 698 825	68 698 825	68 698 825	68 698 825
Bulk Purchases	5 345 503 871	1 198 489 372	1 347 399 336	1 352 800 981	1 446 814 183
Contracted Services	600 500 816	150 108 438	150 125 204	150 125 204	150 141 969
Grants and Subsidies Paid	61 505 000	14 544 733	14 584 706	16 463 433	15 912 127
General Expenses - Other	1 088 532 877	265 903 170	271 475 876	271 475 876	279 677 955
TOTAL OPERATING EXPENDITURE	15 018 192 472	3 513 274 843	3 677 641 109	3 808 418 905	4 018 857 613
Internal Transfers:					
Internal Charges	914 882 633	217 430 912	228 183 054	228 183 054	241 085 613
NET OPERATING EXPENDITURE	15 933 075 105	3 730 705 755	3 905 824 163	4 036 601 959	4 259 943 226
OPERATING SURPLUS/(DEFICIT)	13 361	93 626 106	227 127 902	293 079 203	(613 669 486)
Contribution to Capital Budget					
Total Transfers to Cash-Backed Reserves					
Total Transfers from Cash-Backed Reserves					
NET OPERATING SURPLUS/ (DEFICIT)	(13 361)	(93 626 106)	(227 127 902)	(293 079 203)	613 669 486

Department	Project Name	Ward	Source of Finance 2009/2010	Budget 2009/2010
Electricity and Energy	Protective Structures Ward 1 (Tembisa)	1	Internal	300 000
Electricity and Energy	Upgrade Cables - Clayville X4 Ring	1	Internal	500 000
Electricity and Energy	Replacement Switchgear Cullip Sub	1	Internal	800 000
Electricity and Energy	Upgrade 6,6kv Network Clayville	1	Internal	1 000 000
Electricity and Energy	Electrification - Winnie Mandela	1	Internal	6 000 000
Housing	Tswelopele Ext 8 Stormwater Culverts	1	Internal	9 084 000
Housing	Olifantsfontein 419 Jr E/Tial Services C F	1	Internal	20 198 000
IS: RTCW	Kaalspruit Rehabilitation	1	Internal	200 000
IS: RTCW	K220 Road System	1	Internal	400 000
IS: Water And Wastewater	Olifants: Upgrade Reservoir	1	Internal	500 000
CCCs	Tembisa 2/ Winnie Mandela New Building	3	Internal	11 037 700
SRAC	Construction: New Library: Winnie Mandela	3	MIG	3 500 000
Electricity and Energy	Protective Structures Ward 4 (Tembisa)	4	Internal	300 000
IS: RTCW	Oakmoor Taxi Rank B C/F	4	Internal	1 500 000
IS: RTCW	Oakmoor Taxi Rank (Mig)	4	MIG	2 000 000
CCCs	Tembisa Building Upgrade	6	Internal	6 409 136
Community Safety	DM Satellite Offices Tembisa	6	Internal	1 066 666
Electricity and Energy	High Mast Lighting Ward 6	6	MIG	500 000
Health	Extention and Upgrade Thcc For Phaphama	6	Internal	1 700 000
SRAC	Upgrade: Makhulong Stadium	7	Internal	7 000 000
SRAC	Upgrade: Makhulong Stadium	7	MIG	9 000 000
Electricity and Energy	High Mast Ward 8	8	MIG	500 000
IS: RTCW	Tembisa Depot Upgrading	8	Internal	2 000 000
IS: Water And Wastewater	Tembisa: Replace Water Pipe Isekelo	8	Internal	100 000
IS: Water And Wastewater	Replace Main Water - Isekelo Tembisa	8	Internal	200 000
Environmental Development: Parks	Develop: Multi-Purpose Park Motsua	9	Internal	1 500 000
IS: RTCW	Dan Nkabinde Road: Reconstruction of Bridge	10	Internal	200 000
IS: Water And Wastewater	Replace Tembisa Main Out S In Motsu	10	Internal	200 000
IS: Water And Wastewater	Tembisa: Western Of Sewer	10	Internal	500 000
Health	New Phomolong (Ithereleng) Clinic (North) Level 2	12	Internal	50 000
Health	New Phomolong (Ithereleng) Clinic (North) Level 2	12	MIG	4 500 000
IS: RTCW	Hytor Road Chlookop, Construction	12	Internal	200 000

Department	Project Name	Ward	Source of Finance 2009/2010	Budget 2009/2010
IS: Water and Wastewater	Phomolong: Augment Supply Pipeline to Phomolong and Commercia	12	Internal	200 000
SRAC	Construction: New Library: Phomolong	12	Internal	8 200 000
Electricity and Energy	Phomolong (Chloorkop) - New 132/11kv Substation	13	Internal	500 000
Electricity and Energy	Birch Acres A (Van Riebeeck) - Build 132kv 3x20mva Sub	13	Internal	500 000
Electricity and Energy	Birch Acres A - Phomolong (132kv Cable Supply from Phomolong)	13	Internal	500 000
Environmental Development: Parks	Develop: New Northern Cemetery	13	MIG	5 000 000
Environmental Development: Solid Waste	Renewal of Nsda Transfer Stations	13	Internal	5 000 000
Environmental Development: Solid Waste	Purchasing of Airspace For Nsda	13	Internal	11 000 000
IS: RTCW	Bergrivier Drive: Reconstruction and Widening	13	Internal	200 000
Electricity and Energy	Main Feeder Cables	14	Internal	500 000
Electricity and Energy	Low-Cost Housing Electrification-Esselen Park	14	Internal	1 350 000
Health	Implementation Poultry Project	14	Internal	100 000
Health	Ext and Upgrade Etafeni Clinic	14	Internal	500 000
Health	Ext and Upgrade Etafeni Clinic	14	MIG	4 000 000
IS: Water and Wastewater	Tembisa: Replace W/P Zephania Str	14	Internal	200 000
IS: Water and Wastewater	Tembisa: Building New and Upgrade Depots (N Region)	14	Internal	1 000 000
IS: Water and Wastewater	Tembisa: New Water Pressure Tower C/F	14	Internal	1 000 000
IS: Water and Wastewater	Tembisa: Relining of R Feed for Tembisa Res	14	Internal	1 000 000
IS: Water and Wastewater	Tembisa: New Water Pressure Tower (Mig)	14	MIG	1 000 000
IS: Water and Wastewater	Tembisa: Relining of R Feed for Tembisa Res	14	MIG	2 000 000
Electricity and Energy	Completion of Ring for Dunblane	15	Internal	1 000 000
Electricity and Energy	Refunds - Serengeti	15	Internal	4 000 000
Health	Ext and Upgrade Birchleigh Clinic	15	Internal	2 500 000
IS: RTCW	Quinine Road Stormwater System	15	Internal	4 000 000
IS: Water and Wastewater	Pomona: Bulk-Supply Albertina Sisulu Corridor	15	Internal	1 000 000
IS: Water and Wastewater	Pomona: New Eastern of Sewer	15	Internal	1 000 000
IS: Water and Wastewater	Erwat: Upgrade Hartebeestfontein Wcw	15	Internal	2 000 000
IS: Water and Wastewater	Wifontein: P/Station East of Sewer	15	Internal	6 200 000
Electricity and Energy	Main Supply - Load Transfer To Cargo	16	Internal	500 000
Electricity and Energy	Pomona (Aston Manor) - Transfer Load Aston to Pomona	16	Internal	500 000
Electricity and Energy	Upgrade Transformers- Van Riebeeck P (2x20mva)	16	Internal	1 000 000
IS: RTCW	Soutpansberg Drive Intersect Upgrading	16	Internal	1 500 000

Department	Project Name	Ward	Source of Finance 2009/2010	Budget 2009/2010
IS: RTCW	Impl Kempton Park Station Modal Int	16	Other National Grants	4 000 000
IS: RTCW	Kempton Park Depot	16	Internal	5 000 000
Community Safety	Establishment Dmc Regional Office	17	Internal	3 000 000
Community Safety	Establish Mvra Kempton Park	17	Internal	8 000 000
Electricity and Energy	Germiston North - Install 20mva (Trf No 3)	17	Internal	500 000
Electricity and Energy	Germiston North - Additional 33kv Incomer Bay	17	Internal	500 000
Electricity and Energy	Marlands - Rebuild 2x20mva 33/6.6kv	17	Internal	500 000
Electricity and Energy	66kv Cable Ring - Dedicated Supply To Spartan	17	Internal	500 000
Electricity and Energy	May Central - Decommission Substation	17	Internal	520 000
Electricity and Energy	Hughes Settlement Substation Transform	17	Internal	1 000 000
Electricity and Energy	Sunnyridge Substation Upgrade	17	Internal	1 000 000
Electricity and Energy	G/North-Hughes Settlement Cable Supply	17	Internal	1 000 000
Electricity and Energy	Upgrade Esther Park Substation	17	Internal	7 000 000
IS: RTCW	Elandsfontein, Sw Implementation (North)	17	Internal	200 000
IS: RTCW	Rover Street Widening In Henville	17	Internal	1 000 000
IS: RTCW	Provision Isando Taxi Rank	17	Internal	1 000 000
IS: RTCW	Croydon Bulk Sw System	17	Internal	1 500 000
IS: RTCW	K115 Brabazon To Modderfontein Rd	17	Internal	3 000 000
IS: RTCW	Rhodesfield Road System	17	Internal	5 000 000
IS: RTCW	Barbara Roads Reconstruction (North)	17	Internal	7 000 000
IS: RTCW	Albertina Sisulu (R21) Express Way System Implementation	17	Internal	25 000 000
IS: Water and Wastewater	Kempton Park: Upgrade Depot Building	17	Internal	1 000 000
Electricity and Energy	Upgrade For Electrical Workshops (Edenvale)	18	Internal	1 036 000
IS: RTCW	Harmelia Dam System Implementation	18	Internal	3 000 000
IS: RTCW	Isandovale, Erosion Protection Impl (North)	18	Internal	5 000 000
IS: Water and Wastewater	Edenvale: Illiondale Outfall Sewer	18	Internal	3 000 000
Community Safety	Establish/Amalgamation of Call Taking And Dispatching Centres	20	Internal	1 000 000
Electricity and Energy	Upgrade Mv and Lv Networks Bedfordview	20	Internal	500 000
Electricity and Energy	Sub Z - Replace 2x15mva With 2x30mva	20	Internal	500 000
Electricity and Energy	Install New 40 Mva Substation Eastgate	20	Internal	16 353 750
IS: RTCW	Bedfordview Stormwater Protection	20	Internal	500 000
IS: RTCW	Bedfordview, Geometric Road Improvement	20	Internal	2 000 000

Department	Project Name	Ward	Source of Finance 2009/2010	Budget 2009/2010
Health	New Clinic Wannenburg Level 2	21	Internal	5 400 000
IS: RTCW	Kraft Barbara Road Intersection Upgrade	21	Internal	150 000
IS: RTCW	Primrose Corridor Development	21	Internal	250 000
IS: RTCW	Upgrading of Germiston Bus Depot	21	Internal	900 000
Electricity and Energy	Upgrade 2 X Metering Ring Main Unit, Boksburg	22	Internal	300 000
Environmental Development: Parks	Develop Korsmans Bird Sanctuary Regional Park	22	Internal	350 000
IS: RTCW	K94: Trichardts to Rietfontein roads	22	Internal	200 000
IS: RTCW	Dr Vosloo Road and Sw Bartlett X40	22	Internal	200 000
IS: RTCW	All Black Road: Anderbolt Construction of Gravel Portion	22	Internal	200 000
IS: RTCW	Trichardts Road from North Rand to Impala Park	22	Internal	1 500 000
IS: RTCW	Ravenswood Road Construction	22	Internal	3 000 000
IS: RTCW	Witfield Sw System	22	Internal	4 000 000
IS: Water and Wastewater	Boksburg: Install Collector Sewers In Bardene	22	Internal	200 000
Electricity and Energy	Street Lighting - Atlas Road Phase 1	23	Internal	450 000
Electricity and Energy	Transformer 2nd 20mva Benburg	23	Internal	5 000 000
Electricity and Energy	Upgrade Witkoppie Substation	23	Internal	14 000 000
IS: RTCW	Pomona Roads (Constantia Etc)	23	Internal	50 000
IS: RTCW	Northrop Road Stormwater System; Impala Park	23	Internal	100 000
IS: RTCW	Atlasville Spruit Flood Management	23	Internal	2 000 000
IS: Water and Wastewater	Blaauwpan: Relocate The Gravity Sewer Pipeline	23	Internal	100 000
IS: Water and Wastewater	Pomona: Upgrade Water A.H. Atlas Road	23	Internal	200 000
Electricity and Energy	Rynfield - Replace 2x20mva With 2x40mva	24	Internal	500 000
Electricity and Energy	Bredell 11kv Network Upgrade	24	Internal	1 000 000
Electricity and Energy	Upgrade Mv Network Pomona / Bredell	24	Internal	1 500 000
Electricity and Energy	Upgrade 88 Kv Substations R21 Corridor	24	Internal	10 000 000
Electricity and Energy	Electrification Of Chief Albert Luthuli Park Ext. 4 (1640 Units)	24	Internal	12 000 000
Environmental Development: Parks	Development Chief Albert Luthuli Park	24	Internal	800 000
Housing	Chief Albert Luthuli 6 Bulk/Link Contributions	24	Internal	21 797 800
IS: RTCW	Construct Flamboyant Street West, Goedeburg	24	Internal	1 000 000
IS: RTCW	East Putfontein, Upgrade of First Road	24	Internal	2 000 000
IS: RTCW	Construct Section K86 (Single Carriageway)	24	Internal	3 000 000
IS: Water and Wastewater	Pomona: New Reservoir For Kempton Park East	24	Internal	200 000

Department	Project Name	Ward	Source of Finance 2009/2010	Budget 2009/2010
Community Safety: EMPD	Establishment of Equestrian Unit	25	Internal	200 000
Environmental Development: Solid Waste	Purchase Land W/Disposal	25	Internal	2 000 000
Environmental Development: Solid Waste	Develop New Waste Site	25	MIG	2 000 000
Housing	Mayfield Ext 6 Essential Services	25	Internal	75 600
Housing	Putfontein 26 Ir Ptn 269 E/Tial Service	25	MIG	1 100 000
Housing	Putfontein 26 Ir Ptn 102 Essential Services Cf	25	Internal	2 500 000
Housing	Etwatwa Ext 37 Essential Services	25	Internal	3 000 000
Housing	Putfontein 26 Ir Ptn 269 Essential Services C F	25	Internal	4 224 000
Housing	Putfontein 26 Ir Ptn 102 Essential Services	25	MIG	6 100 000
Housing	Mayfield X 1 Essential Service Account Funding	25	Internal	6 700 000
Housing	Mayfield X 1 Essential Services	25	MIG	29 900 000
IS: Water and Wastewater	Kempton Park: Geesteveld Water	25	Internal	500 000
Housing	Etwatwa X 34 E/Tial Service Special P/Ject	26	Internal	1 868 990
IS: Water and Wastewater	Benoni: Magoba Village Bulk Sewer (P 2) C/F	26	Internal	200 000
IS: Water and Wastewater	Benoni: Magoba Village Bulk Sewer (P 2) C/F	26	MIG	200 000
IS: Water and Wastewater	Etwatwa: Construct Main Water Ring (P3)	26	Internal	500 000
IS: Water and Wastewater	Daveyton: Putfontein 26ir Ptn 106 Bulk Water P6 C/F	26	Internal	500 000
IS: Water and Wastewater	Daveyton: Putfontein 26ir Ptn 106 Bulk Water P6 C/F	26	MIG	1 000 000
Electricity and Energy	Farramere - Replace 2x20mva With 2x40mva	27	Internal	500 000
Electricity and Energy	Re-Route 132kv Feeder (Town to Morehill)	27	Internal	4 500 000
Environmental Development: Parks	Develop: Bunny Park	27	Internal	300 000
IS: RTCW	Upgrade Of O'Reilly Merry Street	27	Internal	500 000
IS: RTCW	East: Contruction of Stormwater Outfall Sandpan Areas	27	Internal	600 000
IS: RTCW	East: Benoni, Const of S W Outfall Rynfield	27	Internal	3 000 000
IS: RTCW	Pretoria Road Upgrading	27	Internal	4 000 000
IS: Water and Wastewater	Benoni: Extension of Rynfield W&S Network	27	Internal	200 000
Community Safety	Establish Dlrc Benoni	28	Internal	7 173 200
Health	Upgrade Kemston Clinic	28	Internal	50 000
Health	Replace Lift Kemston Clinic	28	Internal	1 000 000
IS: Water and Wastewater	Benoni: Relining Of Lakeside Mall	28	Internal	2 000 000
Electricity and Energy	Upgrade Benoni Industries Sub Station	29	Internal	10 000 000
IS: RTCW	Styx Road Improvements	29	Internal	500 000

Department	Project Name	Ward	Source of Finance 2009/2010	Budget 2009/2010
IS: RTCW	Provide Dunswart Station Modal Transfer Facility	29	Other National Grants	3 200 000
IS: Water and Wastewater	Benoni: Replace Apex Sewer Rising Main (P 3)	29	Internal	100 000
Environmental Development: Parks	Develop: Community Parks Wattville	30	MIG	1 100 000
IS: RTCW	Khama Road Wattville Construction	30	Internal	1 000 000
IS: RTCW	East: Wattville, Leachville and Kingsway, Construction of Turnkey	30	Internal	5 500 000
IS: RTCW	East: Wattville, Leachville and Kingsway Roads and Stormwater	30	MIG	19 578 947
Electricity and Energy	Ring Supply to Withok Small Holdings	31	Internal	500 000
Electricity and Energy	Completion of Ring Feed - Leachville X3	31	Internal	500 000
Environmental Development: Solid Waste	Cell and Stormwater - Rooikraal	31	Internal	600 000
IS: Water and Wastewater	Construct New R&P; Pumpst: Dalpark X13	31	Internal	300 000
Electricity and Energy	Replace 11kv Panels with A 4-Way Rmu At S42, Boksborg.	32	Internal	300 000
Electricity and Energy	East Central (Al Fortman) - Build 3x20mva Substation	32	Internal	500 000
Environmental Development: Environment	Rehabilitation of the Boksborg Lake	32	Internal	2 000 000
Environmental Development: Solid Waste	Renewal of Boksborg Depot	32	Internal	500 000
IS: RTCW	Boksborg Civic Centre; Modernisation of the Lift System	32	Internal	500 000
IS: RTCW	Bus Wash Machine Boksborg Depot	32	Internal	1 200 000
IS: RTCW	Upgrading Of Boksborg Bus Depot	32	Internal	1 650 000
IS: RTCW	Construct N17/Trichardts Interchange	32	Internal	500 000
IS: Water and Wastewater	Upgrade Training Venue at Boksborg Water Depot	32	Internal	100 000
IS: Water and Wastewater	Boksborg Depot: Additions to Standby Quarters	32	Internal	200 000
Electricity and Energy	Close 11 Kv Cable.Ring Between K 23 And Comet Ext. 6 Boksborg	33	Internal	3 000 000
Electricity and Energy	Upgrade Network In Reiger Park, Boksborg.	34	Internal	3 000 000
IS: RTCW	South Heidelberg Road Construction of Bridge R/Park Rama	34	Internal	150 000
Housing	Good Hope Essential Services Account Fund	35	Internal	1 100 000
IS: RTCW	Upgrading Germiston Station Taxi Rank	35	Internal	1 000 000
SRAC	Upgrade: Dukathole Soccer Facility	35	MIG	800 000
SRAC	Development Of The Cultural Precinct In Germiston	35	Internal	7 000 000
Electricity and Energy	Russel Road - Replace 5mva With 30mva Trf	36	Internal	500 000
Electricity and Energy	South Germiston - Install 30mva Trf	36	Internal	500 000
Electricity and Energy	Wychwood - Replace 5mva Trf With 15mva	36	Internal	500 000
Electricity and Energy	Upg Bulk Infrast Germiston Industrial Areas	36	Internal	1 000 000
Electricity and Energy	Transformer Chapman Road Substation	36	Internal	5 000 000

Department	Project Name	Ward	Source of Finance 2009/2010	Budget 2009/2010
Community Safety: EMPD	Establishment of Precinct Station Germiston	36	Internal	11 000 000
Council General	Upgrade of Egsc Building	36	Internal	2 200 000
Council General	Germiston Precinct Building	36	Internal	27 000 000
IS: RTCW	Sw Upgrade Nasmith Road, Driehoek	36	Internal	150 000
IS: RTCW	Germiston Civic Centre: Upgrade of the Air Conditioner Control System	36	Internal	4 000 000
Is: Water and Wastewater	Germiston Depot: Additions to Standby Quarters	36	Internal	200 000
Community Safety: EMPD	Establishment of Municipal Court Alberton	37	Internal	200 000
Environmental Development: Solid Waste	Depot Building - Alberton	37	Internal	500 000
Environmental Development: Solid Waste	Renewal of Transfer Station In Alberton	37	Internal	700 000
Health	Upgrade Alberton North Clinic	37	Internal	1 000 000
IS: RTCW	Raceview Stormwater Drainage	37	Internal	150 000
IS: RTCW	St Austell Stormwater Drainage	37	Internal	150 000
IS: RTCW	Construction Alberton Retention Dam	37	Internal	500 000
IS: RTCW	Alberton : Motorisation of the Lift System	37	Internal	2 000 000
IS: RTCW	Du Plessis Taxi Rank	37	Internal	4 000 000
Electricity and Energy	Upgrade 33kv Substation Meyersdal (2nd Trf)	38	Internal	4 000 000
Environmental Development: Parks	Develop: Jackson Dam	38	Internal	1 000 000
Health	Upgrade Brackenhurst Clinic	38	Internal	2 300 000
IS: RTCW	Meyersdal X12 Access Road	38	Internal	1 200 000
IS: RTCW	Widen Blue Crane Road	38	Internal	1 500 000
Electricity and Energy	Street Lights - Grey Avenue Extension	39	MIG	500 000
Electricity and Energy	Additional Transformer Atom Road Sub	39	Internal	500 000
IS: RTCW	Acquisition of land in Norton Small Farms	39	Internal	1 310 000
IS: RTCW	Reconstruct Davidson Road	39	Internal	2 000 000
IS: RTCW	South: Moore Street, Const Btw Lantern and Osborne	39	Internal	8 600 000
CCCs	Katlehong Building Upgrade	40	Internal	5 617 367
Health	New Clinic Katlehong North Level 2	40	Internal	250 000
Health	New Clinic Katlehong North Level 2	40	MIG	5 000 000
IS: RTCW	Northern Access Road To Katlehong	40	MIG	10 600 000
IS: RTCW	Northern Access Rd To Katlehong	40	Internal	22 000 000
Community Safety	Construction Regional Training Centre	41	Internal	500 000
Electricity and Energy	Roodekop Industries - New 88/6.6kv 2x20mva Sub	41	Internal	500 000

Department	Project Name	Ward	Source of Finance 2009/2010	Budget 2009/2010
Electricity and Energy	Niemann Road - Add 15mva Trf No 2	41	Internal	1 600 000
Environmental Development: Parks	Develop: Conservation Areas Southern Region	41	Internal	1 800 000
IS: RTCW	Reconstruction Of Niemann Road	41	Internal	250 000
IS: RTCW	Sw Upgrade Klippoortje	41	Internal	650 000
IS: Water And Wastewater	Germiston: Elimination Of Klippoortje S Pump S	41	Internal	500 000
IS: RTCW	Parking Area on Erven 733 And 734 Elspark	42	Internal	750 000
IS: RTCW	Doubling Barry Marais Road	43	Internal	250 000
IS: Water and Wastewater	Bulk Supply for New Water Supply (Dawn Park)	43	Internal	100 000
IS: Water and Wastewater	Replace and Repair O/S Dawn Park	43	Internal	200 000
CCC's	Vosloorus Building Upgrade	44	Internal	2 477 986
Electricity and Energy	Highmast Vosloorus Ext. 6 and 8	44	MIG	650 000
Environmental Development: Parks	Development: Mahlathini Park	44	Internal	500 000
Environmental Development: Parks	Further Development: Southern Cemeteries	44	MIG	3 000 000
Environmental Development: Parks	Develop: Nyoni Park	44	MIG	3 000 000
IS: RTCW	South: N3,Const Pedestrian Bridge Btw Map and Vosloo	44	Internal	150 000
IS: RTCW	New Roads Depot: Vosloorus	44	Internal	3 000 000
IS: Water and Wastewater	Upgrade Outfall Sewers In Vosloorus C/F	44	Internal	500 000
IS: Water and Wastewater	Upgrade and Repair Depot Bldg Vosloorus	44	Internal	500 000
IS: Water and Wastewater	Vosloorus: Replace Water Main Supply	45	Internal	200 000
Environmental Development: Parks	Develop: Multi-Purpose Park Spruitview	46	MIG	2 700 000
Environmental Development: Parks	Develop: Multi-Purpose Park Spruitview	46	Internal	8 000 000
Health	New Vosloorus Poly Clinic Level 2	47	Internal	50 000
Health	New Vosloorus Poly Clinic Level 2	47	MIG	5 000 000
Health	Family Skills Centre (South)	49	MIG	450 000
Health	Family Skills Centre (South)	49	Internal	6 335 000
SRAC	Upgrade: Katlehong Art Centre	49	MIG	500 000
SRAC	Construction: Katlehong Stadium	51	MIG	12 000 000
Electricity and Energy	Mig High Mast Lighting Thokoza X 2	52	Internal	500 000
IS: RTCW	Provide Thokoza Entrance Taxi Rank	52	Internal	500 000
Electricity and Energy	Eden Park (Albertsdal) - Change Sw/Stn To 33/6.6kv Sub, 2x20mva	53	Internal	500 000
Electricity and Energy	High Mast Lighting Tinasonke	53	MIG	500 000
Electricity and Energy	High Mast Lighting Eden Park	53	MIG	500 000

Department	Project Name	Ward	Source of Finance 2009/2010	Budget 2009/2010
Electricity and Energy	Replace 6,6kv Switchgear Alrode Sub	53	Internal	2 000 000
Electricity and Energy	Electrical Reticulation Tinasonke	53	Internal	10 000 000
Electricity and Energy	New 33kv Sub Diens St.	53	Internal	10 000 000
Electricity and Energy	Electrical Reticulation Eden Park Ext 4 & 5	53	Internal	10 000 000
Health	Upgrade Edenpark Clinic	53	Internal	2 700 000
Housing	Edenpark West & X 1 (858)Essential Services	53	MIG	7 720 000
IS: Water and Wastewater	Alberton: Re-Line Water Supply Delphinium Street	53	Internal	200 000
Electricity and Energy	High Mast Lighting Thokoza	54	MIG	500 000
Community Safety	Establish Mvra/Dltc Katlehong	55	Internal	5 076 000
CCCs	Thokosa New Building	56	Internal	11 491 309
IS: RTCW	Stormwater Upgrading Thintwa	56	Internal	1 000 000
Electricity and Energy	Upgrade Eiger 33kv Sub	57	Internal	1 000 000
Community Safety: EMPD	Const Precinct Stations Thokoza	58	Internal	4 500 000
Environmental Development: Parks	Develop: Kwenele Regional Park	58	MIG	2 054 818
Environmental Development: Parks	Develop: Kwenele Regional Park	58	Internal	2 600 000
IS: RTCW	Pola Park Roads and Sw: Mig	58	MIG	2 500 000
Health	Ext and Upgrade Ramokonopi Clinic	59	Internal	50 000
Health	Ext and Upgrade Ramokonopi Clinic	59	MIG	1 895 000
CCCs	Katlehong 2 New Building	60	Internal	8 895 635
Community Safety	DM Satellite Offices Katlehong 2	60	Internal	1 066 667
Environmental Development: Parks	Construct Metro Parks Depots	60	Internal	500 000
Housing	Moleleki Ext 1and 2 Essential Services Cf	60	Internal	2 000 000
Community Safety: EMPD	Construction Precinct Stations Zonkezizwe/Zama	61	MIG	6 000 000
Housing	Palm Ridge Phase 5 and 6 Essential Service	61	PHB	2 340 000
Housing	Palm Ridge Phases 5 and 6 Essential Services	61	Internal	10 000 000
Housing	Palm Ridge Phases 5 and 6 Bulk Services	61	MIG	21 400 000
Community Safety	Const Fire Station/House ZonkeZizwe	62	Internal	1 500 000
IS: RTCW	Magagula Heights Road and Sw Phase4	62	MIG	1 500 000
IS: Water and Wastewater	Augment Water S Magagula Heights	62	Internal	200 000
IS: Water and Wastewater	Upgrade Water Mains Zonkiziwe	62	Internal	200 000
Environmental Development: Solid Waste	Erection Palisade Fencing - Platkop	64	Internal	2 000 000
Environmental Development: Solid Waste	Cell Development - Platkop	64	MIG	20 000 000

Department	Project Name	Ward	Source of Finance 2009/2010	Budget 2009/2010
Health	Ext and Upgrade Emaphupeni Clinic	65	Internal	1 200 000
Housing	Etwatwa X 19 Essential Service S/Cial P/Ject	65	Internal	3 300 000
Housing	Etwatwa Ext 18 Essential Services	65	Internal	8 400 000
CCCs	Etwatwa New Building	66	Internal	1 962 233
CCCs	Etwatwa New Building (Ndpj)	66	Other National Grants	10 000 000
Community Safety	Cons Fire Station/House Etwatwa	66	MIG	400 000
Electricity and Energy	Welgedacht - Replace 2x2.5mva With 2x10mva	67	Internal	500 000
Electricity and Energy	2x20 Mva 22/ 6.6 Kv Trf At Fibre Glass Substation	67	Internal	500 000
Electricity and Energy	2x20 Mva 22/ 6.6 Kv Trf At New Era Substation	67	Internal	500 000
Environmental Development: Environment	Upgrading The Blesbokspruit Environmental Education Centre	67	Internal	200 000
Environmental Development: Parks	Develop: Blesbokspruit for Tourism	67	Internal	2 000 000
Health	New Slovo Park Clinic	67	Internal	1 000 000
Health	New Slovo Park Clinic	67	MIG	2 762 000
IS: Water and Wastewater	Water and Sewer Retic. Welgedacht	67	MIG	3 000 000
Electricity and Energy	Install Passage Lights - Ward 68	68	MIG	200 000
Community Safety: EMPD	Construction of Precinct Station Etwatwa	68	Internal	4 500 000
Community Safety: EMPD	Construction of Precinct Station Etwatwa	68	MIG	6 000 000
IS: Water and Wastewater	Daveyton: Rehabilitate 450dia Steel Pipe	68	Internal	100 000
Electricity and Energy	Install Passage Lights - Ward 69	69	MIG	200 000
CCCs	Daveyton Building Upgrade	70	Internal	4 338 570
IS: RTCW	Bhengu Street Stormwater	70	Internal	3 000 000
IS: RTCW	Daveyton Station Taxi Rank (C/F)	70	Internal	4 000 000
IS: RTCW	Upgrade Daveyton Cbd Taxi Rank	70	Internal	4 500 000
IS: RTCW	Daveyton Station Taxi Rank	70	Other National Grants	5 110 000
Community Safety	Cons Fire Station/House Daveyton	71	MIG	400 000
Electricity and Energy	Payneville (Gugulethu and Everest)	72	Internal	500 000
Electricity and Energy	New 22kv Feeder-Jva Sub To Petersfield 22kv Sub	72	Internal	500 000
Housing	Payneville Ext 3 Essential Services Cf	72	Internal	2 500 000
Housing	Payneville Ext 3 Essential Services	72	MIG	38 000 000
IS: RTCW	East: Construction of Roads and Stormwater Payneville and Slovo Park	72	Internal	4 000 000
IS: Water and Wastewater	Complete Ring Feed Modder East	72	Internal	50 000
Electricity and Energy	JP Marais 3rd 10mva Transformer	73	Internal	500 000

Department	Project Name	Ward	Source of Finance 2009/2010	Budget 2009/2010
Environmental Development: Solid Waste	Development Weltevreden Waste Site	73	Internal	4 600 000
Health	New Brakpan Clinic Level 1	73	Internal	4 450 000
Housing	Modderfontein 76 Ir Ptn 7 E/Tial Svc C F	73	Internal	7 100 000
Housing	Modderfontein 76 Ir (Ptn 7) E/Tial Svices	73	MIG	15 000 000
IS: Water and Wastewater	Modderfontein 76 Ir: Ptn 32 Bulk Sewer C/F	73	MIG	500 000
IS: Water and Wastewater	Modderfontein 76 Ir: Ptn 32 Bulk Sewer C/F	73	Internal	2 000 000
Electricity and Energy	Norton's (Benburg) - New 132/11kv Substation	74	Internal	350 000
Electricity and Energy	Petit (Benburg) - New 132/11kv Substation	74	Internal	350 000
Electricity and Energy	Petit-Norton-Benoni north - 132kv Supply to New Extensions	74	Internal	350 000
IS: RTCW	Brakpan Station Taxi Rank	74	Internal	500 000
IS: RTCW	East Brakpan, Construction of Furgharson Road	74	Internal	3 000 000
IS: RTCW	Sonneveld Stormwater Upgrading	74	Internal	3 000 000
IS: Water and Wastewater	Brakpan: Upgrade Feeder Rand Collieries	74	Internal	150 000
IS: Water and Wastewater	Brakpan: Construct New R and P: Middelweg Rand Collieries	74	Internal	200 000
IS: Water and Wastewater	Brakpan: New And Upgrading Supply Pipework	74	Internal	200 000
Electricity and Energy	New 22kv Dal Fouche Substation	75	Internal	500 000
Environmental Development: Parks	Develop: President Regional Park	75	Internal	500 000
Health	New First Avenue Clinic Level 2	75	Internal	300 000
Health	Ext and Upgrade Kingsway Clinic	75	Internal	800 000
Health	New Clinic Reedville	75	Internal	950 000
Health	New Clinic Reedville	75	MIG	2 600 000
IS: RTCW	First Road Brakpan Stormwater	75	Internal	500 000
IS: RTCW	Rehabilitate Dam Spillways	75	Internal	1 000 000
IS: RTCW	Replace Lifts In The Springs Civic Centre	75	Internal	2 000 000
IS: RTCW	Replace A/C System In Springs Civic	75	Internal	2 000 000
IS: RTCW	Brakpan Dam Overflow	75	Internal	2 500 000
IS: RTCW	Provide Springs Station Modal Transfer Facility	75	Other National Grants	4 800 000
IS: RTCW	Provide Springs Station Modal Trnsfr	75	Internal	8 100 000
IS: Water and Wastewater	Brakpan: Upgrade Water Network In Cbd Area	75	Internal	200 000
IS: Water and Wastewater	Ring Conn. Water Network In Brakpan Cbd	75	Internal	500 000
Market	New Wholesale Centre	75	Internal	1 000 000
Market	CCTV system	75	Internal	1 500 000

Department	Project Name	Ward	Source of Finance 2009/2010	Budget 2009/2010
CCCs	Springs Building Upgrade	76	Internal	3 036 520
Electricity and Energy	Bird Sub (Nuffield) - Build 2x20mva Sub	76	Internal	500 000
Electricity and Energy	Casseldale - Upgrade To 2x20mva	76	Internal	500 000
Electricity and Energy	Ringfeed Supply Nuffield X 4 - Selection Park 22kv Sub	76	Internal	800 000
Electricity and Energy	Additional Feeder, Selcourt South To Nuffield, 22 Kv Supply	76	Internal	1 500 000
Electricity and Energy	2x20 Mva 22/ 6.6 Kv Trf At Debex Substation	76	Internal	6 000 000
IS: Water and Wastewater	Brakpan: Replace Outfall Sewer Casseldale	76	Internal	100 000
IS: Water and Wastewater	South Eastern Outfall Sewer - Springs	76	Internal	200 000
IS: Water and Wastewater	Upgrade Water Main (C/F) Selcourt	76	Internal	1 000 000
Community Safety	Const Fire Station/House Kwa-Thema	77	Internal	1 500 000
Electricity and Energy	New Reticulation - Ekuthuleni and Ext 3 Kwa-Thema	77	Internal	500 000
Community Safety: EMPD	Training Academy Kwa-Thema	77	Internal	500 000
Environmental Development: Solid Waste	Erection of Palisade Fence at Rietfontein	77	Internal	500 000
Environmental Development: Solid Waste	Cell Development - Rietfontein	77	MIG	1 000 000
CCCs	Kwa Thema New Building/Extension	78	Internal	11 605 801
IS: Water and Wastewater	Isolate Midblock Water Kwa-Thema	78	Internal	200 000
IS: Water and Wastewater	Kwa-Thema: Upgrading of Waternetwerk C/F	78	Internal	1 000 000
Electricity and Energy	Completion of Ring Cables - Kwa-Thema	80	Internal	500 000
Housing	Vlakfontein Portion 36 Essential Services	81	MIG	9 900 000
Housing	Grootfontein Duduza E/Tial Svc C Fund (John Dube)	81	Internal	25 000 000
IS: RTCW	East Duduza, Plan Link Rd K136 & Rd 1894	81	Internal	800 000
IS: Water and Wastewater	Nigel: Upgrade/Eliminate Rockville Pumpst	81	Internal	50 000
IS: Water and Wastewater	Langaville: Upgrade Water and Sewer Network	81	Internal	200 000
SRAC	Construction: New Library Langaville	81	MIG	3 000 000
CCCs	Tsakane New Building/Extension	82	Internal	9 475 369
Community Safety	Dm Satellite Offices Tsakane	82	Internal	1 066 667
Community Safety	Const Fire Station/House Tsakane	82	Internal	3 300 000
Community Safety	Const Fire Station/House Tsakane	82	MIG	9 696 184
Electricity and Energy	Electrical Reticulation Geluksdal Ext. 3	82	Internal	500 000
SRAC	Re-Construct Tsakane Stadium	82	MIG	10 000 000
SRAC	Re-Construct Tsakane Stadium	82	Internal	15 000 000
Health	New Clinic Ward 83	83	Internal	900 000

Department	Project Name	Ward	Source of Finance 2009/2010	Budget 2009/2010
Health	New Clinic Ward 83 Level 2	83	MIG	3 500 000
IS: Water and Wastewater	Tsakane: Upgrade Xhosa Water P Station	84	Internal	500 000
Health	New Tsakane X 10 Clinic Level 2	86	Internal	188 000
Health	New Tsakane X 10 Clinic Level 2	86	MIG	5 000 000
IS: RTCW	Bluegumview Taxi Rank	86	Internal	2 500 000
IS: Water and Wastewater	Tsakane: New Sewer P Station Tsakane X 6 And 10	86	Internal	100 000
IS: Water and Wastewater	Tsakane: Provide Water Tsakane X 6 And 10	86	Internal	100 000
CCC's	Duduza Building Upgrade	87	Internal	3 100 453
Community Safety	Const Fire Station/House Duduza	87	Internal	1 500 000
Community Safety	Const Fire Station/House Duduza	87	MIG	7 196 184
IS: Water and Wastewater	Nigel: New Nigel Sda Depot Building	87	Internal	500 000
CCC's	Nigel Building Upgrade	88	Internal	3 926 262
Community Safety	Establish Dlrc Nigel	88	Internal	6 500 000
Electricity and Energy	Replace Cb Om2 6,6/11kv Switchgear.	88	Internal	500 000
Electricity and Energy	Upgrade Vorsterskroon Substation	88	Internal	4 000 000
Environmental Development: Parks	Develop: Nigel Dam	88	Internal	500 000
Environmental Development: Parks	Develop: Vlakfontein Cemetery	88	MIG	1 000 000
Environmental Development: Solid Waste	Truck Ports - Nigel Transfer Station	88	Internal	700 000
Environmental Development: Solid Waste	Static Compactor - Nigel Transfer Station	88	Internal	1 000 000
Environmental Development: Solid Waste	Rehabilitation of The Nigel Site	88	Internal	2 000 000
Environmental Development: Solid Waste	Rehabilitation of The Nigel Site	88	MIG	8 000 000
Housing	Alra Park Essential Services	88	Internal	12 700 000
IS: Water And Wastewater	Nigel: Water Tower Visagie Park	88	Internal	200 000
2010 Office	Build an Inventory of Billboards	All wards	Internal	3 000 000
2010 Office	Establish Base Camps - Facilities Upgrade	All wards	Internal	6 000 000
2010 Office	Upgrade Street Lighting around Legacy Projects	All wards	Internal	18 000 000
2010 Office	Develop Fan Park and Public Viewing Sites (Pilot)	All wards	Internal	20 000 000
2010 Office	Upgrade All Roads and Non-Motorised Infrastructure	All wards	Internal	20 000 000
2010 Office	Or Tambo Precinct and Surrounding Development (2010 Projects As Mayoral Decision)	All wards	Internal	60 000 000
Community Safety	Radio Migration	All wards	Internal	100 000
Community Safety	Satellite Coms and Tracking	All wards	Internal	300 000
Community Safety	Radio Integration	All wards	Internal	500 000

Department	Project Name	Ward	Source of Finance 2009/2010	Budget 2009/2010
Community Safety	Upgrade All Repeater Sites	All wards	Internal	800 000
Community Safety	Refurbish All Metro Licencing Offices	All wards	Internal	1 000 000
Community Safety	Prov for Security Systems At Mvra/Dltc	All wards	Internal	1 500 500
Community Safety	Refurb of All Metro Fire Stations/House	All wards	Internal	2 200 000
Council General	R1m Per Ward Project	All wards	Internal	25 000 000
Economic Development	Tourism Route Development	All wards	Internal	2 672 700
Economic Development	Upgrade to Economic Infrastructure	All wards	Internal	3 000 000
Economic Development	Industrial Hives	All wards	Internal	16 500 000
Electricity and Energy	Replacement of Redundent Network Copiers at Various CCCs	All wards	Internal	350 000
Electricity and Energy	Upgrade and Improvement of Training Centre	All wards	Internal	700 000
Electricity and Energy	Upgrading of Various Subs and Networks (Emm)	All wards	Internal	1 500 000
Electricity and Energy	Mig-Counter Funding Street Lights	All wards	Internal	2 850 000
Electricity and Energy	Electricity Demand Side Management Projects	All wards	Other National Grants	3 000 000
Electricity and Energy	Inep Counter Funding	All wards	Internal	3 000 000
Electricity and Energy	Relocation of Inaccessible Meters	All wards	Internal	3 000 000
Electricity and Energy	Pre-Paid Meters	All wards	Internal	3 439 500
Electricity and Energy	Prepaid Meters/ Indigent Support	All wards	Internal	3 500 000
Electricity and Energy	Smart Metering	All wards	Internal	5 000 000
Electricity and Energy	Electrification of Low-Cost Housing	All wards	Internal	5 000 000
Electricity and Energy	Additional Mig Projects	All wards	MIG	6 936 000
Electricity and Energy	Revenue Enhancement (Metering And Structures)	All wards	Internal	8 000 000
Electricity and Energy	Energy Efficiency Projects	All wards	Internal	8 646 250
Electricity and Energy	Protective Structure	All wards	Internal	9 000 000
Electricity and Energy	Bulk Electrical Service to New Development	All wards	Internal	20 000 000
Community Safety: EMPD	Refurbishment All EMPD Facilities	All wards	Internal	1 000 000
Community Safety: EMPD	Installation and Upgrading of Security Systems in EMM	All wards	Internal	2 000 000
Community Safety: EMPD	Upgrading of All Weighbridges in EMM	All wards	Internal	2 000 000
Environmental Development: Environment	Nature Reserve Conservation	All wards	Internal	100 000
Environmental Development: Environment	Upgrade Sites for Endangered Species Protection (Fencing)	All wards	Internal	300 000
Environmental Development: Parks	Alarms: Metro Parks Facilities	All wards	Internal	100 000
Environmental Development: Parks	Develop: Cemeteries - Berms	All wards	Internal	250 000
Environmental Development: Parks	Playground Equipment	All wards	Internal	300 000

Department	Project Name	Ward	Source of Finance 2009/2010	Budget 2009/2010
Environmental Development: Parks	Development of Town Entrances	All wards	Internal	1 000 000
Environmental Development: Parks	Develop: Cemeteries Muslim Section	All wards	Internal	1 100 000
Environmental Development: Parks	Fencing ; Metro Parks Facilities: Phase 3	All wards	Internal	1 500 000
Environmental Development: Parks	Danida Project: Nurseries	All wards	Other Grants	3 000 000
Finance	Renovate Paypoints	All wards	Internal	1 500 000
Fleet Management	Buildings Fleet Management and Mech Eng	All wards	Internal	3 000 000
Health	Security Upgrade Facilities (East)	All wards	Internal	50 000
Health	Security Upgrade Facilities (North)	All wards	Internal	50 000
Health	Security Upgrade Facilities (South)	All wards	Internal	50 000
Health	Improve Access Disabled at Clinics (East)	All wards	Internal	50 000
Health	Improve Access Disabled at Clinics (North)	All wards	Internal	50 000
Health	Improve Access Disabled at Clinics (South)	All wards	Internal	50 000
Health	Guard House Ablution Facilities East	All wards	Internal	85 000
Health	Guard House Ablution Facilities South	All wards	Internal	85 000
Health	Carports and Garages Clinics North	All wards	Internal	150 000
Health	Air Conditioners Clinics North	All wards	Internal	180 000
Health	Air Conditioners Clinics South	All wards	Internal	180 000
Health	Air Conditioners Clinics East	All wards	Internal	193 000
Health	Carports and Garages Clinics East	All wards	Internal	200 000
Health	Carports and Garages Clinics South	All wards	Internal	200 000
Health	Pharmaceutical Requirements Clinics	All wards	Internal	500 000
Housing	Emergency Services to Informal Settlements	All wards	Internal	1 500 000
Housing	Refurbishment of Rental Property	All wards	Internal	6 000 000
ICT	Biometrics	All wards	Internal	1 520 000
ICT	Internet Kiosks	All wards	Internal	1 520 000
ICT	Development of Ip Telephone and Voip	All wards	Internal	2 000 000
ICT	Infrastructure Hardware Servers	All wards	Internal	3 800 000
ICT	Second Phase Storage Area Network	All wards	Internal	6 840 000
ICT	Acquisition of E/Prise Content Magagement System	All wards	Internal	10 000 000
ICT	It Netwoks	All wards	Internal	18 000 000
ICT	Service Provider Core Infrastructure	All wards	Internal	50 000 000
ICT	Fibre Backbone	All wards	Internal	60 000 000

Department	Project Name	Ward	Source of Finance 2009/2010	Budget 2009/2010
Internal Audit	Upgrade Of Office Building	All wards	Internal	250 000
IIS: RTCW	Contribution Township Development	All wards	Internal	1 000 000
IIS: RTCW	Township Develop:ext Services Ex Contributions	All wards	Internal	1 000 000
IIS: RTCW	Township Develop: ext Services Ex Contributions (North)	All wards	Internal	1 000 000
IIS: RTCW	Centralized Municipal Bus Depot	All wards	Internal	1 108 970
IIS: RTCW	Compliance, Traffic Signals	All wards	Internal	1 500 000
IIS: RTCW	Compliance, Road Signs (Gd And Route Numbers)	All wards	Internal	1 500 000
IIS: RTCW	Township Develop: ext Services (North)	All wards	Internal	3 500 000
IIS: RTCW	Rehabilitate Roads In Eastern Region	All wards	Internal	5 000 000
IIS: RTCW	Tertiary Roads In The Eastern Region	All wards	Internal	5 000 000
IIS: RTCW	Integrated Rapid Public Transport Network(Irptn)	All wards	Other National Grants	7 635 000
IIS: RTCW	East: Daveyton, Etwatwa, Slovo Park And Welgedacht Roads and Stormwater	All wards	MIG	20 000 000
IS: Water and Wastewater	Water and Sewer Refunds	All wards	Internal	50 000
IS: Water and Wastewater	Install Aboveground Fire Hydrants	All wards	Internal	100 000
IS: Water and Wastewater	Replace Isolating Valves	All wards	Internal	500 000
IS: Water and Wastewater	Installation of Bulk Water Meters	All wards	Internal	1 000 000
Legal and Administrative Services	Replace Various Air Conditioners	All wards	Internal	25 000
Legal and Administrative Services	Ward Councillors Accomodation	All wards	Internal	5 000 000
Political Office	Renovations (Mayors Office)	All wards	Internal	1 000 000
SRAC	Upgrade: Recreation Facilities	All wards	MIG	2 000 000
Environmental Development: Solid Waste	Upgrade Mini Garden Sites All Regions	All wards	Internal	5 000 000
Environmental Development: Solid Waste	Installation Gas Flares and Wells	All wards	Internal	7 000 000
Environmental Development: Solid Waste	Facilities, Upgrade And Construction Of Facilities	All wards	Internal	8 497 150
City Development	Develop Meyersdal Conservation Area	Multi wards	Internal	1 000 000
Electricity & Energy	Mig- Rehab High Mast Langaville and Ext	Multi wards	MIG	200 000
Electricity & Energy	Mig- Rehab High Mast Kwa-Thema	Multi wards	MIG	200 000
Electricity & Energy	New Reticulation - Brakpan North Ext.3 Etc	Multi wards	Internal	250 000
Electricity & Energy	Mig - High Mast Kwa-Thema	Multi wards	MIG	250 000
Electricity & Energy	Street Lighting - Agricultural Holdings	Multi wards	Internal	300 000
Electricity & Energy	Protective Structures (Springs)	Multi wards	Internal	300 000
Electricity & Energy	Ndc Mv Switchgear Replacement	Multi wards	Internal	350 000
Electricity & Energy	Mig-Community Lighting	Multi wards	MIG	400 000

Department	Project Name	Ward	Source of Finance 2009/2010	Budget 2009/2010
Electricity & Energy	Replace Of Trx And Mini Subs .	Multi wards	Internal	400 000
Electricity & Energy	Looped Houses Connections Thokoza	Multi wards	Internal	400 000
Electricity & Energy	Mig - Rehab High Masts: Tsakane	Multi wards	MIG	400 000
Electricity & Energy	High Mast Zenzele (12)	Multi wards	MIG	500 000
Electricity & Energy	Replace Sub 9 With Switchgear and Miniature Substation, Boksburg	Multi wards	Internal	500 000
Electricity & Energy	Mini-Sub Upgrades In Various Subs	Multi wards	Internal	500 000
Electricity & Energy	Strengthening of Ring Feeds Brakpan	Multi wards	Internal	500 000
Electricity & Energy	Upgrading of 11000-6600v Dalview Sub	Multi wards	Internal	500 000
Electricity & Energy	New Tsakane Substation	Multi wards	Internal	500 000
Electricity & Energy	Protective Structures (Tembisa)	Multi wards	Internal	500 000
Electricity & Energy	Industrial - New 132/6.6kv Sub, 3x30mva	Multi wards	Internal	500 000
Electricity & Energy	Mv/Lv Cable/Overhead Line And Equipment Strengthening (Network Extensions)	Multi wards	Internal	500 000
Electricity & Energy	Prov of Miniature Substations (Edenvale)	Multi wards	Internal	500 000
Electricity & Energy	Replacement of Lt Cables Edenvale	Multi wards	Internal	500 000
Electricity & Energy	Edenvale Substations Upgrade	Multi wards	Internal	500 000
Electricity & Energy	Upgrade Clayville X4 Substation	Multi wards	Internal	500 000
Electricity & Energy	New 6.6kv Pole Transformers (Slovo), (Reedville)	Multi wards	Internal	500 000
Electricity & Energy	Mv/Lv Cable And Equipment Strengthening (Network Extensions)	Multi wards	Internal	500 000
Electricity & Energy	Tembisa Substations-Upgrade	Multi wards	Internal	500 000
Electricity & Energy	12 X High Mast Lights (Tembisa)	Multi wards	Internal	500 000
Electricity & Energy	Protective Structures (Alberton)	Multi wards	Internal	800 000
Electricity & Energy	Protective Structures (Germiston)	Multi wards	Internal	800 000
Electricity & Energy	Low-Cost Service Connections	Multi wards	Internal	1 000 000
Electricity & Energy	Mig- High Masts: Langaville and Extensions	Multi wards	MIG	1 000 000
Electricity & Energy	Upgrading of Harper Road Substation	Multi wards	Internal	1 000 000
Electricity & Energy	Upgrade Eskom Supply Cables To 1000mm	Multi wards	Internal	1 000 000
Electricity & Energy	Protective Structures (Kwa Thema)	Multi wards	Internal	1 000 000
Electricity & Energy	Mig-H/Masts: Tsakane and Ext Incl Geluksdal	Multi wards	MIG	1 000 000
Electricity & Energy	Mig - Upgrading of Streetlighting - Var Areas	Multi wards	MIG	1 064 000
Electricity & Energy	Elect Netw Restitution - Kwa-Thema	Multi wards	Internal	10 000 000
Electricity & Energy	Elec Network Restitution - Langaville	Multi wards	Internal	15 000 000
Electricity & Energy	Electrification of Palm Ridge	Multi wards	Internal	20 000 000

Department	Project Name	Ward	Source of Finance 2009/2010	Budget 2009/2010
Environmental Development: Environment	Rehabilitation of The Natalspruit Catchment	Multi wards	Internal	1 500 000
Environmental Development: Environment	Rehabilitation: Degraded Wetlands/ Catchment	Multi wards	Internal	3 000 000
Environmental Development: Parks	Develop Existing Cemetery - Wattville / Benoni	Multi wards	Internal	500 000
Environmental Development: Parks	Develop: Tsakane Multi-Purpose Park	Multi wards	Internal	1 000 000
Environmental Development: Parks	Develop: Tsakane Multi-Purpose Park	Multi wards	MIG	3 000 000
Health	Care Centres (Social Development)	Multi wards	Other Provincial Grants	20 000 000
Housing	Chris Hane Ext 2 Essential Services	Multi wards	Internal	100 000
Housing	Moseleki, East, Twala Essential Services	Multi wards	MIG	2 800 000
Housing	Upgrade Services Riverside, Mashimimi	Multi wards	Internal	10 500 000
Housing	Daveyton: P/Fontein 261 R Ptn 106 Bulk Wp	Multi wards	Internal	17 026 600
Housing	Daveyton: P/Fontein 261 R Ptn 106 Bulk Wp	Multi wards	MIG	20 000 000
Housing	Leeupoort Bulk/Link Contributions	Multi wards	Internal	37 200 000
IIS: RTCW	Smallholdings Sw Masterplan Impl (North)	Multi wards	Internal	100 000
IIS: RTCW	K27 Pedestrian Facilities C/F	Multi wards	Internal	100 000
IIS: RTCW	Esangweni Pedestrian Facilities/Bridge	Multi wards	Internal	100 000
IIS: RTCW	South: R59 Thokoza Link: upg of Thokoza Ac	Multi wards	Internal	150 000
IIS: RTCW	Pomona Stormwater System	Multi wards	Internal	200 000
IIS: RTCW	Tembisa Natural Watercourses Upgrading	Multi wards	Internal	200 000
IIS: RTCW	East, Nmt Facilities According to Strategy	Multi wards	Internal	250 000
IIS: RTCW	South, Nmt Facilities According to Strategy	Multi wards	Internal	250 000
IIS: RTCW	Road Based Sptn for Tembisa 2010 (North)	Multi wards	Internal	300 000
IIS: RTCW	Minor Works for Roads And Stormwater	Multi wards	Internal	450 000
IIS: RTCW	Traffic Calming (North)	Multi wards	Internal	450 000
IIS: RTCW	Traffic Signal Sartm Compliance: East	Multi wards	Internal	500 000
IIS: RTCW	East: Eastern Region, Upgr of Rds Depots	Multi wards	Internal	500 000
IIS: RTCW	East, Replacement of Traffic Signals with Led Heads	Multi wards	Internal	500 000
IIS: RTCW	Traffic Calming in The Eastern Region	Multi wards	Internal	500 000
IIS: RTCW	South:sidewalks and Rd Reserve	Multi wards	Internal	500 000
IIS: RTCW	South Traffic Signal Co Ordination	Multi wards	Internal	500 000
IIS: RTCW	South, Replacement of Traffic Signals With Led Heads	Multi wards	Internal	500 000
IIS: RTCW	Traffic Signal Compliance	Multi wards	Internal	500 000
IIS: RTCW	Minor Extensions to Stormwater Germiston	Multi wards	Internal	500 000

Department	Project Name	Ward	Source of Finance 2009/2010	Budget 2009/2010
IIS: RTCW	Land Acquisition Roads (Southern)	Multi wards	Internal	500 000
IIS: RTCW	Led Replacements for Traffic Signals North	Multi wards	Internal	500 000
IIS: RTCW	Sidewalks General (Boksburg Ccc)	Multi wards	Internal	500 000
IIS: RTCW	Sidewalks General (Germiston Ccc)	Multi wards	Internal	500 000
IIS: RTCW	Sidewalks General (Katlehong Ccc)	Multi wards	Internal	500 000
IIS: RTCW	Sidewalks General (2katlehong Ccc)	Multi wards	Internal	500 000
IIS: RTCW	Sidewalks General (Vosloorus Ccc)	Multi wards	Internal	500 000
IIS: RTCW	Sidewalks General (Thokoza Ccc)	Multi wards	Internal	500 000
IIS: RTCW	Hov Lanes between Tembisa and Isando/Kempton	Multi wards	Internal	500 000
IIS: RTCW	Sidewalks General	Multi wards	Internal	650 000
IIS: RTCW	Traffic Signals Southern Region	Multi wards	Internal	650 000
IIS: RTCW	Traffic Calming South	Multi wards	Internal	900 000
IIS: RTCW	The Construction of Sidewalks In Ekurhuleni: Eastern Region	Multi wards	MIG	1 000 000
IIS: RTCW	East:eastern Reg, Impl New Traffic Sign	Multi wards	Internal	1 000 000
IIS: RTCW	East:eastern Reg,Upgr of Pav and Sidewalks	Multi wards	Internal	1 000 000
IIS: RTCW	Impl Traffic Signal Management System	Multi wards	Internal	1 000 000
IIS: RTCW	South: Katlehong and Thokoza, Lining of Canal Between Katlehong and Thokoza	Multi wards	Internal	1 000 000
IIS: RTCW	Rehabilitation of Roads (North)	Multi wards	Internal	1 000 000
IIS: RTCW	Traffic Signals Upgrading (North)	Multi wards	Internal	1 300 000
IIS: RTCW	Minor Road Improvements: East	Multi wards	Internal	1 500 000
IIS: RTCW	Thokoza Stormwater Drainage Masterplan Implementation	Multi wards	MIG	1 500 000
IIS: RTCW	Tertiary Roads Thokoza	Multi wards	Internal	1 500 000
IIS: RTCW	Stormwater Improvements (Minor) (North)	Multi wards	Internal	1 700 000
IIS: RTCW	Upgrading of Agricultural Holding Roads (North)	Multi wards	Internal	1 700 000
IIS: RTCW	Closure Open Channels Kwatsaduza	Multi wards	Internal	2 000 000
IIS: RTCW	Tertiary Roads in Katlehong Cf	Multi wards	Internal	2 000 000
IIS: RTCW	Pedestrian Management Impl. (North)	Multi wards	Internal	2 000 000
IIS: RTCW	East, Implementation of Hov Lane between Daveyton and Benoni Cbd	Multi wards	Internal	2 000 000
IIS: RTCW	Swartsspruit Rehabilitation: Kempton Park	Multi wards	Internal	2 500 000
IIS: RTCW	Constr. of Small Holding Roads	Multi wards	Internal	3 000 000
IIS: RTCW	Geometric Road Improvements (North)	Multi wards	Internal	3 000 000
IIS: RTCW	Road Based Sptn for Vosloorus 2010	Multi wards	Other National Grants	3 000 000

Department	Project Name	Ward	Source of Finance 2009/2010	Budget 2009/2010
IIS: RTCW	Rehabilitation of Roads	Multi wards	Internal	3 500 000
IIS: RTCW	Turnkey Stormwater	Multi wards	Internal	3 962 653
IIS: RTCW	Turnkey Stormwater	Multi wards	Internal	3 962 653
IIS: RTCW	Turnkey Stormwater	Multi wards	Internal	3 962 653
IIS: RTCW	Construct Daveyton Cbd/N12 Interchange	Multi wards	Internal	4 000 000
IIS: RTCW	East: Kwatshaduza, Construction of Turnkey	Multi wards	Internal	5 000 000
IIS: RTCW	East: Daveyton and Etwatwa, Construction of Turnkey	Multi wards	Internal	5 000 000
IIS: RTCW	East, Construction of K86	Multi wards	Internal	5 000 000
IIS: RTCW	Sw Masterplan in Katlehong	Multi wards	Internal	6 000 000
IIS: RTCW	Roads on Dolomite	Multi wards	Internal	6 500 000
IIS: RTCW	Eastleigh Spruit Channel	Multi wards	Internal	7 000 000
IIS: RTCW	Greater Tembisa Roads and Sw C/F	Multi wards	Internal	7 000 000
IIS: RTCW	Tertiary Roads South Dept Construction	Multi wards	Internal	8 000 000
IIS: RTCW	Turnkey Roads	Multi wards	Internal	15 000 000
IIS: RTCW	Turnkey Roads	Multi wards	Internal	15 000 000
IIS: RTCW	Turnkey Roads	Multi wards	Internal	15 000 000
IIS: RTCW	Tertiary Roads in Katlehong Mig	Multi wards	MIG	20 284 867
IIS: RTCW	Greater Tembisa Roads and Sw Mig	Multi wards	MIG	30 000 000
IS: Water and Wastewater	Germiston: Replace Rondebult Outfall Sewer (H102)	Multi wards	MIG	100 000
IS: Water and Wastewater	Install Zone Meters Springs and Brakpan	Multi wards	Internal	100 000
IS: Water and Wastewater	Kempton Park: Chloorkop Ext 42 Sewer Connection Erf 452	Multi wards	Internal	100 000
IS: Water and Wastewater	Upgrading of Benoni S/P	Multi wards	Internal	150 000
IS: Water and Wastewater	Pomona: New Bulk Water Supply to Kempton Park East	Multi wards	Internal	200 000
IS: Water and Wastewater	Daveyton: Booster Pump Knoppiesfontein Res	Multi wards	Internal	200 000
IS: Water and Wastewater	Germiston: Replace Water Pipes Cbd	Multi wards	Internal	200 000
IS: Water and Wastewater	Springs: Kwa-Thema: Upgrade Water Network	Multi wards	Internal	200 000
IS: Water and Wastewater	Replace Midblock S Lines in Thokoza C/F	Multi wards	Internal	200 000
IS: Water and Wastewater	Nigel: Tsakane: Water Network P1	Multi wards	Internal	200 000
IS: Water and Wastewater	Nigel: Tsakane: Zulu Water P/S	Multi wards	Internal	200 000
IS: Water and Wastewater	Vosloorus: Extent the Water Net Mapleton	Multi wards	Internal	200 000
IS: Water and Wastewater	Relocate Midblock Water Vosloorus (Mig)	Multi wards	MIG	300 000
IS: Water and Wastewater	Alberton: Replace Gal Water Connections	Multi wards	Internal	500 000

Department	Project Name	Ward	Source of Finance 2009/2010	Budget 2009/2010
IS: Water and Wastewater	Upgrade Water Network C/F Etwatwa X19	Multi wards	Internal	500 000
IS: Water and Wastewater	Bedfordview: Upgrade Bulk S and Water R.	Multi wards	Internal	500 000
IS: Water and Wastewater	Germiston: Upgrade and Replace Dekema Outfall Sewer	Multi wards	Internal	500 000
IS: Water and Wastewater	Replace Midblock S Lines in Thokoza C/F	Multi wards	MIG	500 000
IS: Water and Wastewater	Germiston: Elsburg Outfall Sewer (H385) (P 2&3) C/F	Multi wards	MIG	1 000 000
IS: Water and Wastewater	Relocate Midblock Water Daveyton (W55) C/F	Multi wards	Internal	1 000 000
IS: Water and Wastewater	Phasing Out of Dunswart Pumpst C/F	Multi wards	Internal	2 000 000
IS: Water and Wastewater	Glen Marais: Reline Water Steel Pipe to Spartan	Multi wards	Internal	2 550 000
IS: Water and Wastewater	Upgrade Water Network C/F Etwatwa X19	Multi wards	MIG	3 000 000
IS: Water and Wastewater	Lillianton Outfall Sewer (H281) Count	Multi wards	Internal	8 000 000
CCCs	Vehicles	Operational Equipment	Internal	200 000
CCCs	Office Furniture	Operational Equipment	Internal	600 700
CCCs	ICT Equipment	Operational Equipment	Internal	1 124 680
City Development	Other Equipment	Operational Equipment	Internal	50 000
City Development	Specialised Equipment	Operational Equipment	Internal	300 000
City Development	Office Furniture	Operational Equipment	Internal	375 000
City Development	Vehicles	Operational Equipment	Internal	600 000
City Development	ICT Equipment	Operational Equipment	Internal	1 000 000
City Manager	Office Furniture	Operational Equipment	Internal	37 500
City Manager	Ict Equipment	Operational Equipment	Internal	50 000
Communications and Marketing	Office Furniture	Operational Equipment	Internal	52 500
Communications and Marketing	Other Equipment	Operational Equipment	Internal	130 000
Communications and Marketing	Ict Equipment	Operational Equipment	Internal	150 000
Community Safety	Ict Equipment (Dmc)	Operational Equipment	Internal	64 800
Community Safety	Ict Equipment (Lic)	Operational Equipment	Internal	100 000
Community Safety	Ict Equipment (Support Services)	Operational Equipment	Internal	100 000
Community Safety	Other Equipment (Dmc)	Operational Equipment	Internal	100 000
Community Safety	Specialised Equipment (Ss)	Operational Equipment	Internal	100 000
Community Safety	Other Equipment Support Services	Operational Equipment	Internal	150 000
Community Safety	Ict Equipment (Ems)	Operational Equipment	Internal	200 000
Community Safety	Vehicles Ss	Operational Equipment	Internal	200 000
Community Safety	Vehicles (Dmc)	Operational Equipment	Internal	300 000

Department	Project Name	Ward	Source of Finance 2009/2010	Budget 2009/2010
Community Safety	Other Equipment (Ems)	Operational Equipment	Internal	350 000
Community Safety	Other Equipment (Lic)	Operational Equipment	Internal	400 000
Community Safety	Vehicles (Licensing)	Operational Equipment	Internal	400 000
Community Safety	Specialised Equipment (Licensing)	Operational Equipment	Internal	470 000
Community Safety	Specialised Equipment (Dmc)	Operational Equipment	Internal	750 000
Community Safety	Specialised Equipment (Es)	Operational Equipment	Internal	1 100 000
Community Safety	Vehicles (Es)	Operational Equipment	Internal	1 400 000
Community Safety	Specialised Vehicles (Es)	Operational Equipment	Internal	14 805 000
Community Safety	Office Furniture	Operational Equipment	Internal	597 300
Community Safety	ICT Equipment	Operational Equipment	Internal	500 000
Community Safety	Other Equipment	Operational Equipment	Internal	600 000
Community Safety	Vehicles (Empd)	Operational Equipment	Internal	2 000 000
Community Safety	Specialised Equipment (Empd)	Operational Equipment	Internal	2 563 650
Community Safety	Specialised Vehicles (Empd)	Operational Equipment	Internal	3 000 000
Economic Development	Other Equipment	Operational Equipment	Internal	150 000
Economic Development	Other Equipment (Tourism)	Operational Equipment	Internal	150 000
Economic Development	Office Furniture	Operational Equipment	Internal	300 000
Electricity & Energy	Other Equipment	Operational Equipment	Internal	86 500
Electricity & Energy	Office Furniture	Operational Equipment	Internal	337 500
Electricity & Energy	ICT Equipment	Operational Equipment	Internal	500 000
Electricity & Energy	Office Furnishings for Separate Operating Entity	Operational Equipment	Internal	772 500
Electricity & Energy	Specialised Equipment	Operational Equipment	Internal	3 000 000
Electricity & Energy	Vehicles	Operational Equipment	Internal	3 000 000
Electricity & Energy	Replacement Of Vehicles	Operational Equipment	Internal	3 500 000
Electricity & Energy	Specialised Vehicles	Operational Equipment	Internal	6 500 000
Environmental Development: Environment	Ict Equipment (Urban Env)	Operational Equipment	Internal	40 000
Environmental Development: Environment	Other Equipment (Urban Env)	Operational Equipment	Internal	50 000
Environmental Development: Environment	Ict Equipment	Operational Equipment	Internal	100 000
Environmental Development: Environment	Other Equipment	Operational Equipment	Internal	100 000
Environmental Development: Environment	ICT Equipment	Operational Equipment	Internal	125 000
Environmental Development: Environment	Other Equipment	Operational Equipment	Internal	175 000
Environmental Development: Environment	Ambient Air Quality Monitoring Stations	Operational Equipment	Internal	500 000

Department	Project Name	Ward	Source of Finance 2009/2010	Budget 2009/2010
Environmental Development: Environment	Purchase of Specialised Monitoring Equipment	Operational Equipment	Internal	1 000 000
Environmental Development: Environmental Health	ICT Equipment	Operational Equipment	Internal	40 000
Environmental Development: Environmental Health	Other Equipment	Operational Equipment	Internal	100 000
Environmental Development: Parks	ICT Equipment	Operational Equipment	Internal	250 000
Environmental Development: Parks	Other Equipment	Operational Equipment	Internal	250 000
Environmental Development: Parks	Purchase Specialiced Equipment	Operational Equipment	Internal	8 000 000
Environmental Development: Parks	Vehicles	Operational Equipment	Internal	16 251 182
Environmental Development: Solid Waste	Office Furniture	Operational Equipment	Internal	656 300
Environmental Development: Solid Waste	Solid Waste Fleet Refurbishment	Operational Equipment	Internal	1 700 000
Environmental Development: Solid Waste	Supply of Bulk Containers	Operational Equipment	Internal	24 322 650
Environmental Development: Solid Waste	Specialised Vehicles	Operational Equipment	Internal	48 300 000
Finance	Vehicles	Operational Equipment	Internal	500 000
Finance	Office Furniture (Cfo)	Operational Equipment	Internal	1 290 000
Finance	Ad Hoc Allocation	Operational Equipment	Internal	2 000 000
Finance	Ict Equipment (Cfo)	Operational Equipment	Internal	3 010 000
Fleet Management	Workshop Equipment	Operational Equipment	Internal	300 000
Fleet Management	Security Monitoring Equipment Fm&Me	Operational Equipment	Internal	300 000
Health	Other Equipment (Community Dev)	Operational Equipment	Internal	50 000
Health	Ict Equipment (Community Dev)	Operational Equipment	Internal	100 000
Health	Specialised Equipment	Operational Equipment	Internal	175 000
Health	ICT Equipment	Operational Equipment	Internal	300 000
Health	Office Furniture	Operational Equipment	Internal	468 800
Health	Other Equipment	Operational Equipment	Internal	400 000
Health	Vehicles	Operational Equipment	Internal	500 000
Health	Ict Equipment (Family Health)	Operational Equipment	Internal	650 000
Health	Generators at Clinics	Operational Equipment	Internal	1 000 000
Housing	Vehicles	Operational Equipment	Internal	600 000
Human Resources	Other Equipment	Operational Equipment	Internal	42 000
Human Resources	Office Furniture	Operational Equipment	Internal	200 000
Human Resources	ICT Equipment	Operational Equipment	Internal	280 000
ICT	Office Furniture	Operational Equipment	Internal	513 000
ICT	ICT Equipment	Operational Equipment	Internal	1 288 750

Department	Project Name	Ward	Source of Finance 2009/2010	Budget 2009/2010
Internal Audit	Other Equipment	Operational Equipment	Internal	12 000
Internal Audit	Office Furniture	Operational Equipment	Internal	22 500
Internal Audit	ICT Equipment	Operational Equipment	Internal	30 000
Internal Audit	Vehicles	Operational Equipment	Internal	140 000
IS: RTCW	Coin and Note Counters	Operational Equipment	Internal	100 000
IS: RTCW	Ancillary Vehicles	Operational Equipment	Internal	400 000
IS: RTCW	Armoured Mobile Ticket Vehicles	Operational Equipment	Internal	1 000 000
IS: RTCW	Office Furniture	Operational Equipment	Internal	1 125 000
IS: RTCW	Ict Equipment	Operational Equipment	Internal	2 000 000
IS: RTCW	Specialised Equipments	Operational Equipment	Internal	2 500 000
IS: RTCW	Other Equipment	Operational Equipment	Internal	7 000 000
IS: RTCW	Replace Municipal Buses	Operational Equipment	Internal	15 000 000
IS: Water and Wastewater	Office Equipment	Operational Equipment	Internal	300 000
IS: Water and Wastewater	Office Furniture	Operational Equipment	Internal	225 000
IS: Water and Wastewater	Ict Equipment	Operational Equipment	Internal	500 000
IS: Water and Wastewater	Specialised Equipment	Operational Equipment	Internal	1 300 000
IS: Water and Wastewater	Water Services Vehicles	Operational Equipment	Internal	2 100 000
IS: Water and Wastewater	Specialised Vehicles	Operational Equipment	Internal	3 600 000
Legal and Administrative Services	Office Furniture	Operational Equipment	Internal	522 800
Legal and Administrative Services	Departmental Ict Equipment	Operational Equipment	Internal	350 000
Legal and Administrative Services	Springs Filing System	Operational Equipment	Internal	285 000
Legal and Administrative Services	Departmental Office Equipment	Operational Equipment	Internal	450 000
Legal and Administrative Services	Hi-Volume Photocopiers (Agendas)	Operational Equipment	Internal	700 000
Legal and Administrative Services	Furniture for the Banquet Hall @The Chamber Germ.	Operational Equipment	Internal	1 200 000
Market	Office Furniture	Operational Equipment	Internal	11 300
Market	ICT Equipment	Operational Equipment	Internal	25 000
Market	Specialised Equipment	Operational Equipment	Internal	250 000
Political Office	Other Equipment	Operational Equipment	Internal	3 300
Political Office	Other Equipment	Operational Equipment	Internal	3 300
Political Office	Other Equipment	Operational Equipment	Internal	3 300
Political Office	Other Equipment	Operational Equipment	Internal	3 300
Political Office	Other Equipment	Operational Equipment	Internal	3 300

Department	Project Name	Ward	Source of Finance 2009/2010	Budget 2009/2010
Political Office	Other Equipment	Operational Equipment	Internal	3 300
Political Office	Other Equipment	Operational Equipment	Internal	3 300
Political Office	Other Equipment	Operational Equipment	Internal	3 300
Political Office	Other Equipment	Operational Equipment	Internal	3 300
Political Office	Other Equipment	Operational Equipment	Internal	7 300
Political Office	ICT Equipment	Operational Equipment	Internal	9 500
Political Office	ICT Equipment	Operational Equipment	Internal	9 500
Political Office	ICT Equipment	Operational Equipment	Internal	9 500
Political Office	ICT Equipment	Operational Equipment	Internal	9 500
Political Office	ICT Equipment	Operational Equipment	Internal	9 500
Political Office	ICT Equipment	Operational Equipment	Internal	9 500
Political Office	ICT Equipment	Operational Equipment	Internal	9 500
Political Office	ICT Equipment	Operational Equipment	Internal	9 500
Political Office	ICT Equipment	Operational Equipment	Internal	9 500
Political Office	ICT Equipment	Operational Equipment	Internal	9 500
Political Office	ICT Equipment	Operational Equipment	Internal	9 500
Political Office	ICT Equipment	Operational Equipment	Internal	9 500
Political Office	ICT Equipment	Operational Equipment	Internal	9 500
Political Office	ICT Equipment	Operational Equipment	Internal	9 500
Political Office	Other Equipment	Operational Equipment	Internal	19 300
Political Office	Other Equipment	Operational Equipment	Internal	19 300
Political Office	Other Equipment	Operational Equipment	Internal	23 300
Political Office	Other Equipment	Operational Equipment	Internal	45 000
Political Office	Other Equipment	Operational Equipment	Internal	45 000
Political Office	Other Equipment	Operational Equipment	Internal	45 000
Political Office	Other Equipment	Operational Equipment	Internal	46 800
Political Office	ICT Equipment	Operational Equipment	Internal	97 000
Political Office	ICT Equipment	Operational Equipment	Internal	97 000
Political Office	ICT Equipment	Operational Equipment	Internal	97 000
Political Office	Other Equipment	Operational Equipment	Internal	100 000
Political Office	ICT Equipment	Operational Equipment	Internal	104 500
Political Office	ICT Equipment	Operational Equipment	Internal	169 500
Political Office	Office Furniture	Operational Equipment	Internal	944 900
Research And Development	Other Equipment	Operational Equipment	Internal	21 218

Department	Project Name	Ward	Source of Finance 2009/2010	Budget 2009/2010
Research And Development	ICT Equipment	Operational Equipment	Internal	63 654
Research And Development	Vehicles	Operational Equipment	Internal	120 000
SRAC	Mobile Libraries	Operational Equipment	Other Provincial Grants	1 800 000
			TOTAL	2 382 685 694

5.10 SUMMARY OF ENTITIES' BUDGETS AND SDBIPS

Chapter 10 of the Municipal Finance Management Act deals with Municipal Entities.

Specifically, Section 87 requires that the parent municipality consider the proposed budget of the municipal entities and make recommendations thereon.

Ekurhuleni Metropolitan Municipality has three Municipal Entities:

- Brakpan Bus Company (**BBC**).
- East Rand Water Care Company (**ERWAT**).
- Ekurhuleni Development Company (**EDC**, previously known as **Greater Germiston Inner-City Housing Corporation**).

The Budgets of the Municipal Entities follow hereunder detailing:

- Entity Business plan
- Entity Budget
- Entity Five-Year Performance Plan and SDBIP
- Entity Budgeted Financial Statements

5.10.1. BRAKPAN BUS COMPANY

Business Purpose

The purpose of the Brakpan Bus Company is to avail an affordable, punctual and reliable mode of transport to the residents of Brakpan.

Introduction

The Company was established 85 years ago and its core business is transporting passengers / workers and scholars from Tsakane to their different destinations and places of work in Brakpan, Springs and Nigel.

The Company has 36 peak buses, conveying about 4 000 passengers per day. These buses are being used for the abovementioned purpose as well as for private hiring over weekends and during off-peak times.

The Department of Transport approved the payment of subsidies to the erstwhile Town Council of Brakpan to enable them to render more affordable transport for communities from Tsakane to their different places of work, mainly Brakpan, Springs and Nigel.

During the 1990s the National Department of Transport through its strategy "Moving South Africa 2020", commenced with an in-depth process of restructuring the subsidised public transport. The department further proposed that a system of regulated competition be introduced in subsidising passenger transport services. The National Land Transitional Transport Act was promulgated to facilitate the process. (NLTTA of 2000, as amended)

The department concluded interim contracts with all subsidised bus operators (of which Brakpan was one) to allow time for companies to prepare themselves for competitive tendering.

Mission Statement

To provide reliable affordable and efficient passenger transport in a professional way.

To strive to reach communities so that they support the bus service as the safe, reliable and affordable means of transport in their community, with an expected growth of about 10% over three years.

Goals and Objectives of the Company

Challenges facing the Company

Short Term

To satisfy our existing passengers within our operational area with the current assets.

To service all our routes with less breakdowns and late shifts.

To ensure that buses run at 80% occupancy.

Medium Term

To increase the fleet to 40 buses .

Expanding the bus services to the whole Eastern Region of Ekurhuleni Metropolitan Municipality.

To be ready for the 2010 FIFA World Cup as a transport participant in the event.

Long Term

To render a bus service to the whole of EMM.

To increase the fleet to more than 100 buses.

To have professional public transport beyond 2010.

To revive the National NDOT Strategy – Moving South Africa 2020.

Age of the bus fleet – the company will not be awarded a bid in an open tender process with the current fleet.

The company is currently operating on temporary permits from the NDOT. This is a costly process, as the permits must be renewed on a monthly basis.

No long-term planning being done due to uncertainty with regard to the future operations of the company.

	ACTUAL INCOME / EXPENDITURE 2007/2008	BUDGET 2008/2009	ACTUAL MONTHS JUL - DEC 2008/2009	EXPECTED INCOME / EXPENDITURE 2008/2009	BUDGET 2009/2010	% INCREASE	% OF TOTAL	MULTI-YEAR 2010/2011	MULTI-YEAR 2011/2012
	R	R	R	R	R			R	R
INCOME									
Subsidy	6 515 153	6 148 233	4 429 959	8 859 918	8 321 412	35%	49%	8 987 125	9 706 095
Cash collected from passengers	279 376	201 655	220 527	441 054	252 069	25%	1%	272 235	299 458
Special Hire/Private Hire	1 578 175	1 746 039	1 436 921	2 873 842	2 095 247	20%	12%	2 304 772	2 535 249
Coupons	3 674 663	3 691 826	2 718 770	5 437 540	6 189 194	68%	36%	6 808 113	7 488 925
Smart Cards (Sundries)	143 094	105 910	46 140	92 280	108 028	2%	1%	116 670	126 004
Interest Earned	52 505	366	146 638	180 000	160 000	43616%	1%	140 000	140 000
OPERATING INCOME GENERATED	12 242 966	11 894 029	8 998 955	17 884 634	17 125 950	44%	100%	18 628 915	20 295 730
Less: Income foregone									
TOTAL OPERATING INCOME	12 242 966	11 894 029	8 998 955	17 884 634	17 125 950		100%	18 628 915	20 295 730
Internal Transfers:									
Dividends Received - Internal									
Internal Recoveries									
Internal Transfers - sub-total									
NET OPERATING INCOME	12 242 966	11 894 029	8 998 955	17 884 634	17 125 950		100%	18 628 915	20 295 730
EXPENDITURE									
Employee Related Costs - Salaries and Wages	4 528 640	4 801 457	2 631 135	5 262 260	6 124 454	28%	36%	6 614 410	7 275 851
Recruitment					45 000			49 500	54 450
Out of town Allowance (S&T)	34 200	58 896	29 075	58 150	64 786	10%		71 264	78 391
Remuneration of Directors	44 681	85 278	65 560	100 000	110 000	29%	1%	121 000	133 100
Legal Fees	13 642	10 300	6 964	15 000	11 330	10%		12 236	12 971
Training and Development	7 330	17 625		17 625	19 388	10%		19 970	20 569
External Inspectorate	63 840	102 119		60 000	44 000	-57%		48 400	53 240
Tollgate Fees	3 354	778	2 272	4 544	4 800	517%		5 136	5 496
Consultation Fees	9 193	82 850	39 508	82 850	86 993	5%	1%	93 952	98 649
Refreshments	7 789	14 500	9 382	14 500	15 000	3%		15 450	15 914
Audit Fees	150 000	168 307	86 657	168 307	270 000	60%	2%	272 700	275 427

	ACTUAL INCOME / EXPENDITURE 2007/2008	BUDGET 2008/2009	ACTUAL MONTHS JUL - DEC 2008/2009	EXPECTED INCOME / EXPENDITURE 2008/2009	BUDGET 2009/2010	% INCREASE	% OF TOTAL	MULTI-YEAR 2010/2011	MULTI-YEAR 2011/2012
	R	R	R	R	R			R	R
Uniforms	59 428	110 909	110 906	110 906	125 000	13%	1%	137 500	151 250
Printing and Stationery	32 773	34 342	9 527	34 342	35 716	4%		37 144	38 630
Marketing and Promotions	10 365	31 180	10 732	31 180	12 000	-62%		12 360	12 731
Postage and Stamps	200	272	150	272	275	1%		277	280
Bank Charges	59 428	74 463	67 103	74 463	61 000	-18%		62 830	64 715
SABEA / SARPAC	8 805	6 910	1 685	6 910	7 601	10%		8 133	8 702
Ticket Rolls					6 800			7 344	7 932
Smart Card					36 000			38 880	41 990
Ticket Machines Repairs / Modules Repairs	193 707	80 400	40 054	80 400	86 832	8%		93 779	101 281
Bus Hired	318 200	52 600	52 300	52 600	30 000	-43%		32 100	34 347
Fidelity Guards Money Collection	42 137	95 890	46 548	95 890	105 479	10%		116 027	127 630
Licence Software	15 744	41 097	23 835	41 097	48 000	17%		50 880	53 933
SABOA/ Membership	1 062	12 201	1 546	12 201	13 421	10%		14 763	16 240
Brakpan Bus Company own vehicles									
Licenses	450	616	594	616	678	10%		745	820
Insurance	26 556	48 926	26 630	48 926	55 000	12%		57 750	60 638
Repairs	4 021	24 392		24 392	25 612	5%		26 892	28 237
Tyres		7 210		7 210	7 426	3%		7 649	7 879
Tracker Net Star	6 196	4 557	2 100	4 557	4 694	3%		4 835	4 980
Fuel and Lubricants	141 017	42 810	8 599	42 810	47 091	10%		51 800	56 980
Ekurhuleni MM Payments									
Insurance / Tracker		1 771		1 771		-100%			
Repairs Vehicle Maintenance and Labour	163 869	216 183	76 120	216 183	167 464	-23%	1%	180 861	195 330
Repair Vehicle Maintenance and Materials	1 072 770	940 923	666 515	940 923	1 385 015	47%	8%	1 523 517	1 675 869
Licences General		5 325		5 325		-100%			
Telephone and Fax	28 885	27 913	13 291	27 913	29 309	5%		30 774	32 313
Depreciation	235 315	373 965	133 190	370 149	379 653	2%	2%	403 027	267 082
Radio Licences		2 315		2 315		-100%			
Office and Equipment Rentals		13 341	1 224	13 341	3 000	-78%		3 090	3 183

	ACTUAL INCOME / EXPENDITURE 2007/2008	BUDGET 2008/2009	ACTUAL MONTHS JUL - DEC 2008/2009	EXPECTED INCOME / EXPENDITURE 2008/2009	BUDGET 2009/2010	% INCREASE	% OF TOTAL	MULTI-YEAR 2010/2011	MULTI-YEAR 2011/2012
	R	R	R	R	R			R	R
Water, Lights and Sewerage Services	100 429	81 714	43 087	81 714	84 165	3%		86 690	89 291
Bus Licences	312 156	267 022	184 254	267 022	285 714	7%		305 713	327 113
Rental of Photocopier machines	10 388	296	131	296	13 000	4292%		13 650	14 333
Fuel and Lubricants	4 020 325	3 699 485	3 403 037	6 806 074	7 000 000	89%	41%	7 700 000	8 470 000
General Expenses - Others	7 330	18 612		18 612	20 473	10%		22 521	24 773
Vehicle Maintenance - Contractors		7 324		7 324		-100%			
Loss on Wayfarer Machine	23 000				9 000	0%		12 453	12 453
Building and Ground-Internal Labour		500		500	1 000	100%		1 030	1 061
Building and Ground Materials Sundry		19 451	22 934	19 451	30 035	54%		30 936	31 864
Machinery and Office Building Maintenance		7 742		7 742	7 974	3%		8 213	8 460
TOTAL OPERATING EXPENDITURE	11 757 225	11 694 767	7 816 645	15 238 662	16 920 176	45%	100%	18 408 183	19 996 371
Tax	144 306	216 241		740 876	57 617			61 805	83 820
NET OPERATING EXPENDITURE	11 901 531	11 478 526	7 816 645	15 979 538	16 977 793		100%	18 469 988	20 080 192
OPERATING SURPLUS/(DEFICIT)	341 435	415 503	1 182 310	1 905 096	148 157		100%	158 927	215 539
Contribution to Capital Budget									
Total Transfers to Cash-Backed Reserves									
Total Transfers from Cash-Backed Reserves									
NET OPERATING SURPLUS/ (DEFICIT)	341 435	415 503	1 182 310	1 905 096	148 157			158 927	215 539

Focus Area:	Roads and Transport		Landscape:	Physical			
2025 Agenda:	High quality integrated and well-maintained transport infrastructure and integrated transport systems ensuring a high degree of mobility and choice for the people of EMM.						
Outcomes and Measures: Bus Services to cover all areas of EMM by 2015							
Other Details:							
Strategic Objective (1): Increase number of passengers to be transported						Unit(s) of Measure: Number Passengers	
Years		Target		Actuals		0910 Quarters	
Performance Indicator (1): Increase Passengers		Annual	Cumulative	Annual	Cumulative	Cumulative Target	Cumulative Actual
		Passengers	Passengers	Passengers	Passengers		
0607 Yr 2		776 300		775 139		Qrt 1	281 218
0708 Yr 1		776 967		949 465		Qrt 2	239 875
0809 Yr 0		977 949				Qrt 3	260 643
0910 Yr 1		979 531				Qrt 4	197 795
1011 Yr 2		1 008 917					
1112 Yr 3		1 039 184					
1213 Yr 4		1 070 360					
1314 Yr 5		1 102 471					
<p>Comments: In 0708 BBC's passengers increased due to high taxi fares and the contribution of the new buses. BBC envisages more passengers with the CAF Cup which will take place during June 2009 in SA. 2010 FIFA World Cup events will attract more passengers.</p>							

Focus Area:	Roads and Transport		Landscape:	Physical			
2025 Agenda:	High-quality integrated and well-maintained transport infrastructure and integrated transport systems ensuring a high degree of mobility and choice for the people of EMM.						
Outcomes and Measures: Bus Services to cover all areas of EMM by 2015							
Other Details:							
Strategic Objective (2): To expand BBC's Operational Kilometres					Unit(s) of Measure : Number Kilometres		
Years	Target		Actuals		0910 Quarters		
Performance Indicator (1): Increase Distance	Annual	Cumulative	Annual	Cumulative		Cumulative Target	Cumulative Actual
	KM	KM	KM	KM		KM	KM
0607 Yr -2	1 030 128		1 108 646		Qrt1	285 949	
0708 Yr -1	1 057 310		1 011 611		Qrt2	267 913	
0809 Yr 0	1 071 746				Qrt 3	287 407	
0910 Yr 1	1 127 974				Qrt 4	286 705	
1011 Yr 2	1 161 813						
1112 Yr 3	1 185 049						
1213 Yr 4	1 208 750						
1314 Yr 5	1 232 925						
Comments: The actual km for 0708 was less than expected due to shortages of buses and breakages. The 12 buses new buses contributed to the increment in long distance special hires and were only in operation since end April 2008.							

Focus Area:	Roads and Transport		Landscape:	Physical			
2025 Agenda:	High-quality integrated and well-maintained transport infrastructure and integrated transport systems ensuring a high degree of mobility and choice for the people of EMM.						
Outcomes & Measures: Bus Services to cover all areas of EMM by 2015							
Other Details:							
Strategic Objective (3): Reliability, efficiency, affordability, accessibility and user-friendly of service currently rendered & in future					Unit(s) of Measure : No. Scheduled Trips operated		
Years		Target		Actuals		0910 Quarters	
Performance Indicator (1): Increase Trips made		Annual	Cumulative	Annual	Cumulative	Cumulative Target	
		Trips	Trips	Trips	Trips	Trips	Trips
0607 Yr -2		11 020		10 595		Qrt1	4 364
0708 Yr -1	2%	11 124		16 170		Qrt2	2 982
08/09 Yr 0	2%	16 170				Qrt 3	4 395
09/10 Yr 1	1%	16 332				Qrt 4	44 325
10/11 Yr 2	1%	16 495					
11/12 Yr 3	2%	16 660					
12/13 Yr 4	2%	16 827					
13/14 Yr 5	2%	16 995					
Comments: BBC operated more trips but shorter distances during 0708. These projections can only increase if Gauteng Licensing Board approves more routes that BBC has applied for.							

Focus Area:	Roads and Transport		Landscape:	Physical			
2025 Agenda:	High quality integrated and well maintained transport infrastructure and integrated transport systems ensuring a high degree of mobility and choice for the people of EMM.						
Outcomes and Measures: Bus Services to cover all areas of the EMM by 2015							
Other Details:							
Strategic Objective (4): To evaluate/measure bus utilisation in the BBC					Unit(s) of Measure : Passengers/Trip		
Years		Target		Actuals		0910 Quarters	
Performance Indicator (1): Passengers/Trip		Annual	Cumulative	Annual	Cumulative	Cumulative Target	
		Passenger / Trip	Passenger / Trip	Passenger / Trip	Passenger / Trip	Passenger / Trip	Passenger / Trip
0607 Yr -2		70		99		Qrt 1	100
0708 Yr -1		70		75		Qrt 2	89
0809 Yr 0		90				Qrt 3	90
0910 Yr 1		100				Qrt 4	99
1011 Yr 2		100					
1112 Yr 3		98					
1213 Yr 4		110					
1314 Yr 5		110					
Comments: Trips have been overloaded in 06/07 due to bus shortages, more breakdowns and taxi fare increases, which resulted in overloading, BBC received 12 replacement buses in 0708. In future, BBC needs to acquire more buses to meet the demand.							

Focus Area:	Roads and Transport		Landscape:	Physical			
2025 Agenda:	High-quality integrated and well-maintained transport infrastructure and integrated transport systems ensuring a high degree of mobility and choice for the people of EMM.						
Outcomes and Measures: Bus Services to cover all areas of the EMM by 2015							
Other Details:							
Strategic Objective (5): Increase passenger revenue by transporting more passengers therefore receiving subsidy, Special Hire and passenger revenue						Unit(s) of Measure : Rands	
Years		Target		Actuals		0910 Quarters	
Performance Indicator (1): Increase Revenue		Annual	Cumulative	Annual	Cumulative		Cumulative Target
		Rands	Rands	Rands	Rands		Rands
0607 Yr -2		9 674 678		10 789 434		Qrt1	2 973 507
0708 Yr -1	15.32%	11 156 967		12 256 772		Qrt2	5 912 014
0809 Yr 0	60.75%	17 934 634				Qrt 3	8 910 521
0910 Yr 1	-5.90%	16 876 756				Qrt 4	11 894 029
1011 Yr 2	8.97%	18 390 801					
1112 Yr 3	9.01%	20 047 806					
1213 Yr 4	8.25%	21 701 750					
1314 Yr 5	8.25%	23 492 144					
Comments: As the passengers increase during this financial year (0809), the subsidy and fare income is increasing simultaneously. BBC plans to increase the bus fares by more or less 5% in future years.							

Focus Area:	Roads and Transport			Landscape:	Physical		
2025 Agenda:	High-quality integrated and well-maintained transport infrastructure and integrated transport systems ensuring a high degree of mobility and choice for the people of EMM.						
Outcomes and Measures: Bus Services to cover all areas of the EMM by 2015							
Other Details:							
Strategic Objective (5): Increase passenger revenue by transporting more passengers, receiving subsidy, special hire and passenger revenue					Unit(s) of Measure: Rands per passenger		
Years		Target		Actuals		0910 Quarters	
Performance Indicator (2): Passenger/ Revenue Effect		Annual	Cumulative	Annual	Cumulative	Cumulative Target	Cumulative Actual
		Rands / Passenger	Rands / Passenger	Rands / Passenger	Rands / Passenger		
0607 Yr -2		12.46		12.48		Qrt1	18.34
0708 Yr -1	15.22%	14.36		12.9		Qrt2	18.34
0809 Yr 0	27.72%	18.34				Qrt 3	18.34
0910 Yr 1	-5.94%	17.25				Qrt 4	18.34
1011 Yr 2	5.68%	18.23					
1112 Yr 3	5.81%	19.29					
1213 Yr 4	5.13%	20.28					
1314 Yr 5	5.03%	21.30					
Comments: Prior to 0708 BBC had no fare increments. Since then GOLB has approved fare increments.							

Focus Area:	Roads and Transport		Landscape:	Physical			
2025 Agenda:	High-quality integrated and well-maintained transport infrastructure and integrated transport systems ensuring a high degree of mobility and choice for the people of EMM.						
Outcomes and Measures: Bus Services to cover all areas of EMM by 2015							
Other Details:							
Strategic Objective (5): Increase passenger revenue by transporting more passengers, receiving subsidy, special hire and passenger revenue						Unit(s) of Measure : Rands per Kilometer	
Years		Target		Actuals		0910 Quarters	
Performance Indicator (3): Rands per Kilometer		Annual	Cumulative	Annual	Cumulative	Cumulative Target	Cumulative Actual
		Rands / Kilometre	Rands / Kilometre	Rands / Kilometre	Rands / Kilometre		
0607 Yr -2		9.39		8.73		Qrt 1	16.73
0708 Yr -1	12.36%	10.55		12.12		Qrt 2	16.73
0809 Yr 0	58.58%	16.73				Qrt 3	16.73
0910 Yr 1	-10.59%	14.96				Qrt 4	16.73
1011 Yr 2	5.80%	15.83					
1112 Yr 3	6.87%	16.92					
1213 Yr 4	6.10%	17.95					
1314 Yr 5	6.13%	19.05					
Comments: BBC has increased its Special Bus Hire rates per/km in 0809 to a more market-related fare.							

Project Name	Source of Finance	Capital Cost 2009/2010	First Quarter projection	Second Quarter projection	Third quarter projection	Fourth quarter projection
Furniture For Staff	Surplus Funds	15 000	15 000			
Computer Equipment	Surplus Funds	14 000	14 000			
Vehicle - Sedan	Surplus Funds	170 000	170 000			
Filing Cabinets	Surplus Funds	12 000	12 000			
Bus washing machine	Surplus Funds	1 230 600		1 230 600		
		1 441 600	211 000	1 230 600.00		

JOB TITLE	CURRENT 0809	BUDGET 2009/10	BONUS	PROVIDENT FUND	MEDICAL	UIF @ 1% X Sal	SETA @ 1% X Tot Sal pack	SDL @1% X Sal	BARGAIN @ R7.86	LEAVE PROVISION @ 5% X Notch	CELLPHONE ALLOWANCE	TOTAL COST
		12% increase	8.33%									
Senior Staff												
Managing Director	314 557.20	352 304.06	29 346.93	35 230.41		3 523.04		3 523.04	189.00		10 800.00	434 916.48
Financial Manager	253 393.20	283 800.38	23 640.57	28 380.04		2 838.00		2 838.00	94.32		5 040.00	346 631.32
Operations Manager	253 393.20	283 800.38	23 640.57	28 380.04		2 838.00		2 838.00	94.32		5 040.00	346 631.32
Junior Staff												
Administration Officer	109 872.00	123 056.64	10 250.62	12 305.66		1 230.57		1 230.57	94.32			148 168.37
H.R. Admin Officer		123 056.64	10 250.62	12 305.66		1 230.57		1 230.57	94.32			148 168.37
Trainee Ops. Superintendent	95 186.40	106 608.77	8 880.51	10 660.88		1 066.09		1 066.09	94.32		2 400.00	130 776.65
Secretary/Typist	70 632.00	79 107.84	6 589.68	7 910.78		791.08		791.08	94.32			95 284.78
Snr. Ass. Admin. Clerk.	82 468.80	92 365.06	7 694.01	9 236.51		923.65		923.65	94.32			111 237.19
Inspectors	68 846.40	77 107.97	6 423.09	7 710.80		771.08		771.08	94.32			92 878.34
Dispatchers	229 046.40	256 531.97	21 369.11	25 653.20		2 565.32		2 565.32	282.96			308 967.88
Bus Drivers (6-12 Months)	690 427.20	773 278.46	64 414.10	77 327.85		7 732.78		7 732.78	943.20			931 429.18
Bus Drivers (13 Months>)	650 536.80	728 601.22	60 692.48	72 860.12		7 286.01		7 286.01	1 886.40			878 612.24
Bus Drivers (0-6 Months)	742 494.00	831 593.28	69 271.72	83 159.33		8 315.93		8 315.93	943.20			1 001 599.39
Cashiers/Ticket Sellers	125 532.00	140 595.84	11 711.63	14 059.58		1 405.96		1 405.96	188.64			169 367.61
Shunter Driver	47 649.60	53 367.55	4 445.52	5 336.76		533.68		533.68	94.32			64 311.50
Fuel Attendant	47 662.80	53 382.34	4 446.75	5 338.23		533.82		533.82	94.32			64 329.28
Canteen Attendant	47 662.80	53 382.34	4 446.75	5 338.23		533.82		533.82	94.32			64 329.28
Bus Washers	161 913.60	181 343.23	15 105.89	18 134.32		1 813.43		1 813.43	377.28			218 587.59
General Workers	190 598.40	213 470.21	17 782.07	21 347.02		2 134.70		2 134.70	565.92			257 434.62
	4 291 744.80	4 806 754.18	400 402.62	480 675.42		48 067.54		48 067.54	6 414.12		23 280.00	5 813 661.42
Additional staff for new developments												
Operations Supervisors	100 800.00	112 896.00	9 404.24	11 289.60		1 128.96		1 128.96	94.32			135 942.08
Regulators	79 200.00	88 704.00	7 389.04	8 870.40		887.04		887.04	94.32			106 831.84
Wayferer Service Ass Techn	50 400.00	56 448.00	4 702.12	5 644.80		564.48		564.48	94.32			68 018.20
	230 400.00	258 048.00	21 495.40	25 804.80		2 580.48		2 580.48	282.96			310 792.12
	4 522 144.80	5 064 802.18	421 898.02	506 480.22		50 648.02		50 648.02	6 697.08		23 280.00	6 124 453.54

MULTI-YEAR BUDGETED STATEMENT OF FINANCIAL POSITION				
NET ASSETS AND LIABILITIES	2008/2009	2009/2010	2010/2011	2011/2012
	R	R	R	R
NET ASSETS	4 329 035	4 477 193	4 636 120	4 851 658
Contribution from EMM	6	6	6	6
Retained Income	4 329 029	4 477 187	4 636 114	4 851 652
Outside Interest Shareholding				
CURRENT LIABILITIES	1 270 000	1 364 698	1 366 005	1 316 345
Trade and other payables	800 000	789 000	780 000	770 000
Provisions	320 000	320 000	320 000	320 000
Accruals	150 000	255 698	266 005	226 345
TOTAL NET ASSETS and LIABILITIES	5 599 035	5 841 891	6 002 125	6 168 003
ASSETS				
NON-CURRENT ASSETS	278 462	1 415 410	1 012 382	745 300
Deferred Tax	100 000	85 000	85 000	85 000
Property, plant and equipment	178 462	1 330 410	927 382	660 300
CURRENT ASSETS	5 320 573	4 426 481	4 989 742	5 422 702
Trade and other receivables	1 696 140	1 541 506	1 669 918	1 808 953
Cash and cash equivalents	3 624 433	2 884 975	3 319 824	3 613 749
TOTAL ASSETS	5 599 035	5 841 891	6 002 125	6 168 003

MULTI-YEAR BUDGETED STATEMENT OF FINANCIAL PERFORMANCE					
	2008/09	2009/2010	2010/2011	2011/2012	
	R	R	R	R	
REVENUE					
Subsidy	8 859 918	8 321 412	8 987 125	9 706 095	
Ticket sales-cash	441 069	252 069	272 235	299 458	
Special Hire/Private Hire	2 873 842	2 095 247	2 304 772	2 535 249	
Coupons	5 437 540	6 189 194	6 808 113	7 488 925	
Smart Cards (Sundries)	92 280	108 028	116 670	126 004	
Interest Earned	180 000	160 000	140 000	140 000	
TOTAL REVENUE	17 884 649	17 125 950	18 628 915	20 295 730	
EXPENDITURE					
Employee Related Costs - Salaries and Wages	5 262 260	6 124 454	6 614 410	7 275 851	
Recruitment		45 000	49 500	54 450	
Out of town Allowance (S&T)	58 150	64 786	71 264	78 391	
Remuneration of Directors	100 000	110 000	121 000	133 100	
Legal Fees	15 000	11 330	12 236	12 971	
Training and Development	17 625	19 388	19 970	20 569	
External Inspectorate	60 000	44 000	48 400	53 240	
Tollgate Fees	4 544	4 800	5 136	5 496	
Consultation Fees	82 850	86 993	93 952	98 649	
Refreshments	14 500	15 000	15 450	15 914	
Audit Fees	168 307	270 000	272 700	275 427	
Uniforms	110 906	125 000	137 500	151 250	
Printing and Stationery	34 342	35 716	37 144	38 630	
Marketing and Promotions	31 180	12 000	12 360	12 731	
Postage and Stamps	272	275	277	280	
Bank Charges	74 463	61 000	62 830	64 715	
SABEA/SARPBAC	6 910	7 601	8 133	8 702	
Ticket Rolls		6 800	7 344	7 932	
Smart Cards		36 000	38 880	41 990	
Ticket Machines Repairs / Module Repairs	80 400	86 832	93 779	101 281	
Bus Hired	52 600	30 000	32 100	34 347	
Fidelity Guards Money Collection	95 890	105 479	116 027	127 630	
Licence Software	41 097	48 000	50 880	53 933	
SABOA / Membership	12 201	13 421	14 763	16 240	
Brakpan Bus Company own vehicles					
Licenses	616	678	745	820	
Insurance	48 926	55 000	57 750	60 638	
Repairs	24 392	25 612	26 892	28 237	
Tyres	7 210	7 426	7 649	7 879	

	MULTI-YEAR BUDGETED STATEMENT OF FINANCIAL PERFORMANCE				
	2008/09	2009/2010	2010/2011	2011/2012	
	R	R	R	R	
Tracker Net Star	4 557	4 694	4 835	4 980	
Fuel and Lubricants	42 810	47 091	51 800	56 980	
Ekurhuleni EMM Payments					
Insurance/Tracker	1 771				
Repairs Vehicle Maintenance Labour	216 183	167 464	180 861	195 330	
Repair Vehicle Maintenance & Materials	940 923	1 385 015	1 523 517	1 675 869	
Licenses General	5 325				
Telephone and Fax	27 913	29 309	30 774	32 313	
Depreciation	370 149	379 653	403 027	267 082	
Radio Licenses	2 315				
Office and Equipment Rentals	13 341	3 000	3 090	3 183	
Water, Lights and Sewerage Services	81 714	84 165	86 690	89 291	
Bus Licences	267 022	285 714	305 713	327 113	
Rental of Photocopier machines	296	13 000	13 650	14 333	
Fuel and Lubricants	6 806 074	7 000 000	7 700 000	8 470 000	
General Expenses - Others	18 612	20 473	22 521	24 773	
Vehicle Maintenance - Contractors	7 324	0	0	0	
Building and Ground Internal Vehicles	0	9 000	12 453	12 453	
Building and Ground-Internal Labour	500	1 000	1 030	1 061	
Building and Ground Materials Sundry	19 451	30 035	30 936	31 864	
Machinery and Office Building Maintenance	7 742	7 974	8 213	8 460	
TOTAL EXPENDITURE	15 238 663	16 920 175	18 408 182	19 996 373	
NET SURPLUS/ (DEFICIT) FOR THE YEAR before tax	2 645 986	205 775	220 732	299 358	
Tax at 28%	740 876	57 617	61 805	83 820	
NET SURPLUS/ (DEFICIT) FOR THE YEAR after tax	1 905 110	148 158	158 927	215 538	

CASH FLOW STATEMENTS 2007/2008 - 2011/2012 FINANCIAL YEARS					
	2008/09	2009/10	2010/11	2011/12	
	R	R	R	R	
CASH FLOW FROM OPERATING ACTIVITIES					
Cash receipts from Customers, government subsidy and other	17 766 864	17 120 584	18 360 502	20 016 696	
Cash paid to suppliers and employees	(19 915 667)	(16 430 825)	(18 003 848)	(19 778 951)	
Cash generated from/ (utilised in) operations	(2 148 803)	689 759	356 654	237 745	
Interest received	180 000	160 000	140 000	140 000	
Tax paid	(941 348)	(57 617)	(-61 805)	(83 820)	
NET CASH FROM OPERATING ACTIVITIES	(2 910 151)	792 142	434 849	293 925	
CASH FLOW FROM INVESTING ACTIVITIES					
Movement in property, plant and equipment	192 956	1 531 600			
Proceeds on disposal of fixed assets					
NET CASH FROM INVESTING ACTIVITIES	(192 956)	(1 531 600)			
CASH FLOW FROM FINANCING ACTIVITIES					
NET CASH FROM FINANCING ACTIVITIES					
TOTAL NET CASH FROM ACTIVITIES	(3 103 107)	(739 458)	434 849	293 925	
NET (INCREASE)/DECREASE IN CASH AND CASH EQUIVALENTS	(3 103 107)	(739 458)	434 849	293 925	
Cash and cash equivalents at the beginning of the year	6 727 540	3 624 433	2 884 975	3 319 824	
Cash and cash equivalents at the end of the year	3 624 433	2 884 975	3 319 824	3 613 749	

ALTERNATIVE STATEMENT OF CHANGES IN NET ASSETS FOR THE YEAR ENDED 30 JUNE 2008

	Market Development Fund	Insurance Reserve	Housing Development Fund	Capital Replacement Reserve	Capitalisation Reserve	Government Grant Reserve	Donations and Public Contributions	Non-Distributable Reserve	Share Premium	Revaluation Reserve	Accumulated Surplus	Total Net Assets
Surplus/ (deficit) for the year											1 905 110	1 905 110
Transfer in net Assets in Entities												
Transfer to MDF												
Transfer to CRR												
Property Plant and Equipment purchased												
Capital Grants used to purchase PPE												
Donated/contributed PPE												
Contributions to Insurance Reserve												
Insurance claims processed												
Shares issues at premium												
Accumulated deficit apportioned to minority shareholding												
NDR apportion to minority shareholders												
Transfer to Housing Development Fund												
Re-alignment of financial years												
Assets disposals												
Offsetting of depreciation												
Movement at 30 June 2009											2 423 919	2 423 919
Balance b/f											1 905 110	1 905 110
Balance at 30 June 2009											4 329 029	4 329 029

5.10.2. EAST RAND WATER CARE COMPANY (ERWAT)

Business Purpose

Management of regional conveyance and treatment of wastewaters for communal benefit.

Strategic Plan

The Strategic (business) Plan of ERWAT is contained in the following pages.

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1. Introduction

This document is the strategic plan for the East Rand Water Care Company (referred to in the report as ERWAT) for a five-year period from 2009 to 2014. This strategic plan reflects the initiatives necessary to achieve the vision and mission of ERWAT.

1.1 Background

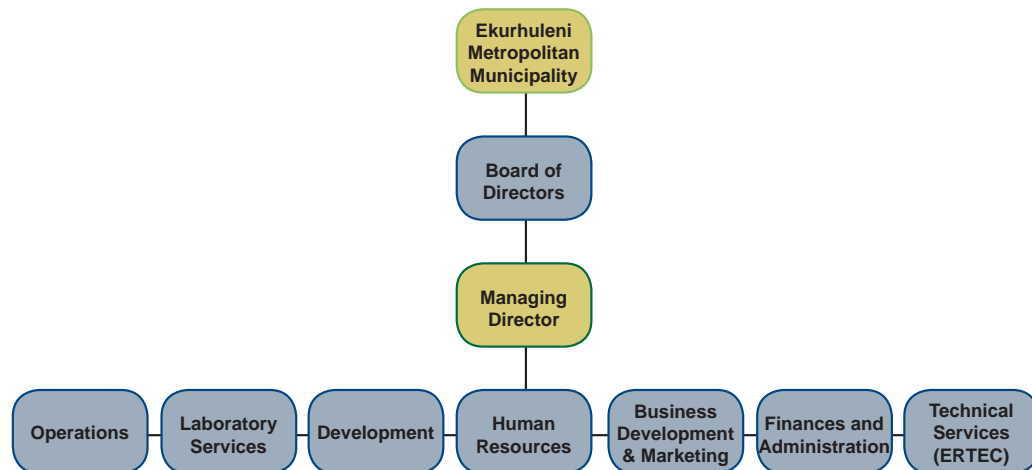
ERWAT is a wastewater company that operates mainly within the greater Ekurhuleni Metropolitan Municipality area. We provide bulk wastewater conveyance and a highly technical and proficient wastewater treatment for a multitude of industries and households who have access to sanitation services.

ERWAT offers a full range of expert services that include wastewater management expertise; techno-engineering skills and special engineering designs; provision, operation and maintenance of bulk water utilities, facilities, processes and systems; research and development and comprehensive laboratory services.

Ekurhuleni Metropolitan Municipality is the main shareholder of ERWAT due to the transfer of various watercare works and regional outfall sewers to ERWAT.

1.2 High-level structure of ERWAT

Based on continued alignment of business processes and structures, the current high-level structure of ERWAT is as follows:



1.3 Approach

The management team of ERWAT requested KPMG Services (Pty) Ltd to facilitate a strategic planning workshop from 30 August to 1 September 2006. The main objectives of the workshop were to:

- devise a mission statement for ERWAT;
- ensure that ERWAT's proposed mission and vision are aligned with that of Ekurhuleni Metropolitan Municipality;
- develop strategic objectives that are specific, measurable, achievable, realistic and timely;
- identify key performance indicators; and
- set realistic performance targets.

1.3.1 Strategic risks

As management, we considered the strategic risks as detailed in the risk register to establish our strategic objectives. The main strategic risks associated with ERWAT that we believe should be considered throughout the strategic planning are as follows:

- Sludge handling – the lack of overall management of sludge i.e. the necessary resources and infrastructure are not available for sludge handling;
- Compliance with legislation and 2010 effluent standards – non-compliance with new sludge and other relevant legislation;
- Inflow of poor quality and/or quantity effluent;
- Ageing infrastructure – the failure of infrastructure and breakdown of plants;
- Lack of strategic direction – the risk of a totally dysfunctional board that will result in

undefined business objectives for ERWAT; and

- Succession and transformation planning.

1.3.2 Operational risks

Based on the risks included in the risk register, we believe the following operational risks may result from inadequate or failed internal processes, people and systems or from external events:

- Poor contract or project management;
- Shareholder or political interference – the Section 78 investigations;
- Inability to meet the demands of consumers and plant capacity demands – the inability to meet the necessary capacity with the growth experienced by ERWAT;
- Power outages;
- Inadequate and/or ineffective human resource management – the loss of skills and expertise;
- Spillage;
- Geological risks;
- Vandalism – the theft and abuse of assets;
- Mortality rate of employees – HIV/Aids within ERWAT has resulted in the loss of skills and productivity, placing an additional financial burden on the company; and
- Image – the lack of credibility.

1.3.3 Balanced scorecard approach

KPMG made use of the Balanced Scorecard approach to formulate ERWAT's strategic objectives. The Balanced Scorecard is a strategy-based management system that aligns a company's vision and mission with its operation. The Balanced Scorecard comprises of four main

elements or perspectives, namely: the Financial; Internal Business Processes; Customer and Learning and Growth perspectives.

2. Vision, mission, values and mandate

ERWAT's mandate should be aligned with Ekurhuleni Metropolitan Municipality as they are the main shareholders of ERWAT. Our vision and mission are underpinned by a set of values and goals geared towards producing effluent of acceptable quality that is reasonably priced to create and enhance stakeholder wealth.

2.1 Vision

To create and enhance stakeholder wealth by pursuing and capitalising on business opportunities in the water industry.

2.2 Mission

To treat effluent to an acceptable quality and affordable price.

2.3 Values

The values guiding the achievement of our vision and mission are:

- Visionary:
 - To be progressive in operating our business; and
 - To be proactive in achieving business opportunities.
- Integrity:

- To promote honesty, trust and appropriate openness in conducting our business.
- Excellence:
 - To strive for professionalism and continuous improvement; and
 - To do the right thing in the most cost-effective and innovative manner.
- Enablement:
 - To create and promote a challenging environment.
- Customer orientated:
 - To recognise the impact of our actions on internal and external customers; and
 - To deliver high-level customer services.

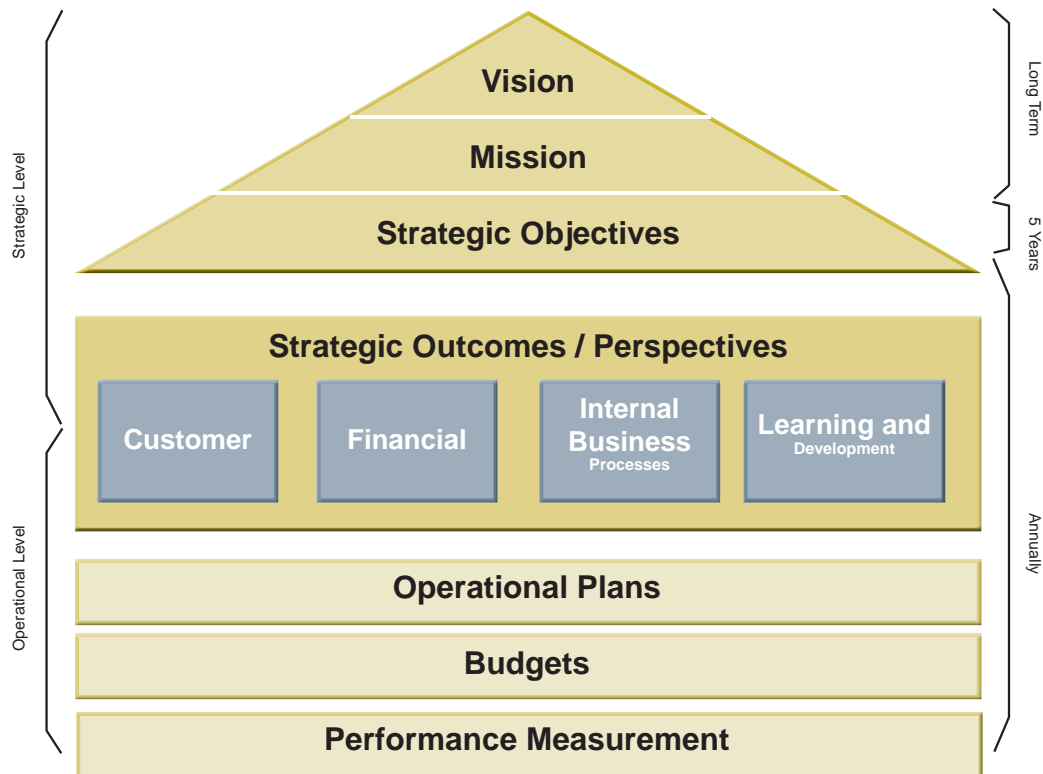
3. Key strategic objectives

3.1 Overview

In developing the strategic objectives, management followed a structured and consultative approach. These strategic objectives are aligned to achieve ERWAT's vision and mission as depicted by the diagram below.

ERWAT's strategic objectives have been developed to achieve consistency in the main areas of business as envisaged by the Balanced Scorecard. Based on the strategic objectives included in this strategic plan, each business unit should formulate their individual operational plans, targets and performance measurements going forward. This process will ensure that the

strategic and operational environments of ERWAT are aligned.



3.2 Strategic thrusts

Strategic thrusts can be described as the main drivers of a company. We identified three strategic thrusts within ERWAT:

- Treatment of effluent;
- Maintenance and replacement; and
- Compliance with legislation and the 2010 effluent standards.

3.2.1 Thrust 1: Treatment of effluent

This thrust constitutes the core business of ERWAT. The main business units within ERWAT are as

follows:

- Operations;
- Laboratory services;
- Technical services; and
- Development.

Operations and laboratory services represent the core business of ERWAT while development form part of the support services.

The primary activity of ERWAT is the conveyance and treatment of wastewater and the provision of related-engineering services and products.

3.2.2 Thrust 2: Maintenance and replacement

ERWAT currently operates 20 wastewater care works, mostly situated in and around the Ekurhuleni Metropolitan Municipality. We continuously strive to improve the utilisation of the existing infrastructure and to optimally use all our resources.

We need to upgrade and maintain our capital infrastructure on an ongoing basis to ensure that we treat effluent to an acceptable quality at an affordable price for our customers.

3.2.3 Thrust 3: Compliance with legislation and the 2010 discharge standards

ERWAT will obtain, manage and leverage its resources in an effective and efficient manner, ensuring compliance with all relevant legislation and principles of Corporate Governance as defined in the King II Report of 2002.

The acts that will mainly have an impact on the manner in which ERWAT will function in the

future, are:

- Municipal Finance Management Act, 1 July 2004;
- Municipal Systems Act;
- Municipal Systems Amendment Act, 1 August 2004;
- Local Municipal by-laws;
- New National Environmental Management Act, no. 107 of 1998; and
- National Water Act of 1998.

3.3 ERWAT's strategic objectives

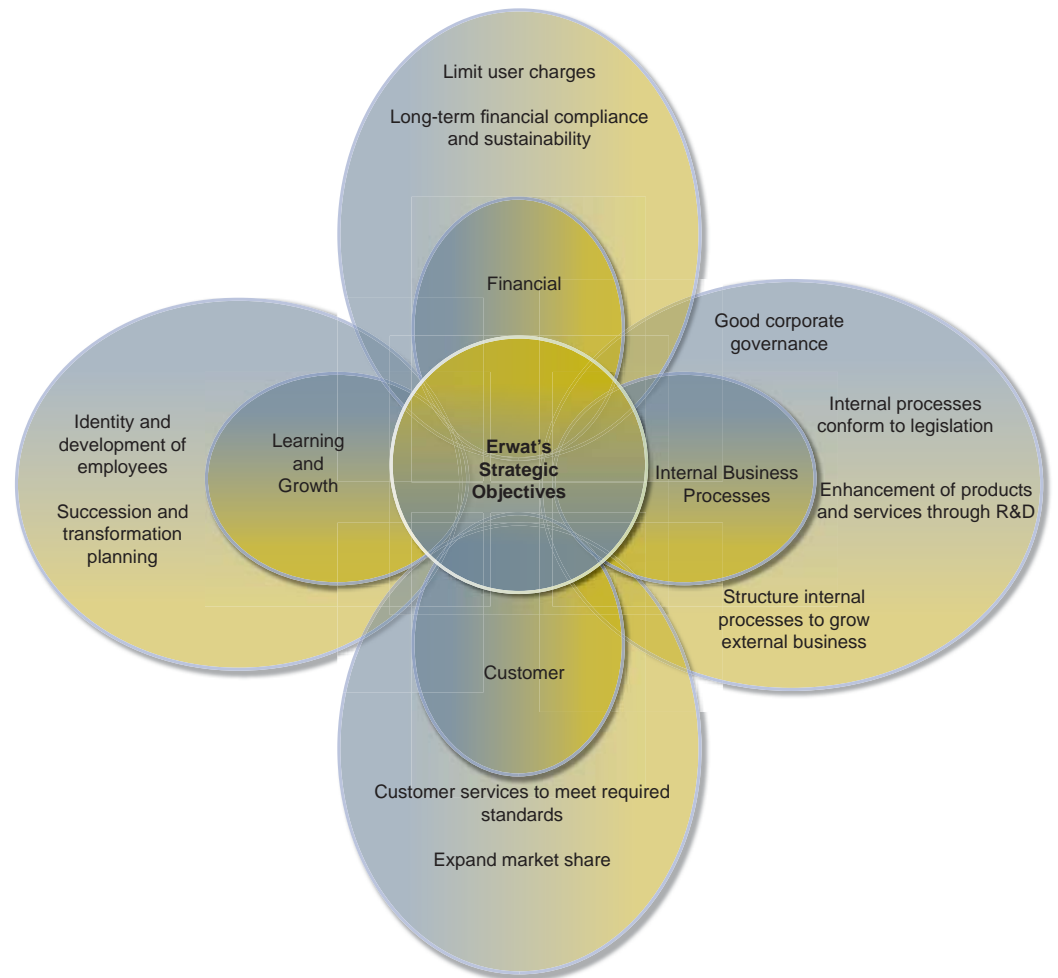
The management team of ERWAT has identified nine strategic objectives to be our main focus areas over the next five years. These 10 strategic objectives are:

- To limit the increase in user charges to below the consumer price index (CPIX);
- Restructure and increase revenue to ensure that financing needs are met to achieve long-term financial sustainability;
- To practise good corporate governance;
- Identify and successfully implement internal business processes by the 2008 financial year-end that will support the business by conforming to all applicable legislation;
- Structure internal processes to support and grow business development nationally;
- Enhance products and services through research and development;
- Render services to customers to meet their required standards
- Expand our market share through the provision of new services to existing clients and the development of new national clients;

- Identify and develop best employees; and
- Succession and transformation planning

The diagram below depicts the strategic objectives within the four main areas of business of ERWAT:

These strategic objectives can be described in further detail, and grouped, within the four strategic perspectives:



3.3.1 Financial

This perspective represents the drivers of our shareholders' value. ERWAT is a Section 21 company. ERWAT was established as an organisation not for gain. Hence, any surpluses should be absorbed by ERWAT to enhance service delivery. Ekurhuleni Metropolitan Municipality established ERWAT to assist the metro to improve service delivery in the area of wastewater.

1. To limit the increase in user charges to below the consumer price index (CPIX):

We aim to limit our current operating expenditure to ensure that we maintain our competitive advantage. This will be achieved by providing an affordable service to our customers.

2. Restructure and increase revenue to ensure that financial needs are met to achieve long-term financial sustainability:

This strategic objectives are to ensure that ERWAT is financially sustainable in the long term by increasing income from various sources. This will enable us to meet our capital investment needs without requesting funding from Ekurhuleni Metropolitan Municipality, and to achieve the 2010 effluent standards.

3.3.2 Internal business processes

Internal business processes should be optimally structured to create and sustain our customers and shareholders' value.

3. To practise good corporate governance:

ERWAT will use the guidelines stipulated in the MFMA and the King Report to promote the highest standards of corporate governance. Corporate governance embodies processes and systems by which we are directed, controlled and held to account.

ERWAT should also ensure that all policies and procedures are in place and adhered to, to improve the manner in which we conduct business.

4. Identify and successfully implement internal business processes to be successfully implemented by the 2008 financial year-end, that will support the business by conforming to all applicable legislation:

ERWAT is ultimately geared to deliver services in an efficient and effective manner that will include compliance to all applicable legislation. Our internal processes should be designed and structured accordingly to ensure that we deliver excellent services to our clients.

5. Structure internal processes to support and grow business development nationally:

This strategic objective aims to ensure that the core and support processes of the organisation are optimally designed to support external business developments.

6. Enhance products and services through research and development:

This involves the development of new products and services and the improvement of the quality and turnaround times of existing products and services.

3.3.3 Customer

This perspective represents the added value that we can offer to our customers that sets us apart from our competitors.

7. Render services to customers to meet their expectations.

This strategic objective aims to ensure that ERWAT understands and fulfils its customers needs and adheres to all relevant legislation.

8. Expand our market share through the provision of new services to existing clients and the development of new national clients.

To optimise our surpluses, we aim to grow our existing customer-base by developing effective marketing and pricing strategies.

3.3.4 Learning and growth

To sustain our ability to change and improve, we need to continuously improve our people, systems and business culture.

9. Identify and develop the best employees.

We aim to continuously develop our employees

through various training and skills courses.

10. Succession and transformation planning

In order to improve the well-being of ERWAT employees, we intend to implement a number of initiatives such as an employee wellness programme, an employment equity plan, a remuneration strategy, a scarce-skills strategy and a succession plan, etc.

3.4 Strategic projects

Specific strategic projects have been identified by ERWAT's management team over the period of the strategic plan. These are briefly described below.

The following strategic projects have been identified:

- Development and implementation of a recapitalisation plan;
- Business process re-engineering;
- IT efficiency audit;
- Formalisation and establishment of the following groups:
 - Research and development committee; and
 - Business development work group.
- Development of a business model;
- Scarce-skills strategy and succession plan;
- Employee wellness strategy;
- Remuneration strategy;
- Communication strategy;
- Employment equity plan.

These projects will be implemented and monitored by the management team of ERWAT.

4. Strategic objectives

Strategic objectives, measures and targets								
Perspective	Objective	Priority	Responsibility	Outputs	Initiatives	Performance indicator	Targets	
							Year 1 2008/09	Year 2 - 5 (2009 to 2014)
Financial perspective	To limit the increase in user charges to below CPIX	2	Wim Louw	Continue to provide an affordable service to customers	Continued budgetary control	% increase cost against CPIX	CPIX	CPIX
				Competitive advantage in attracting new business	Incentive reward scheme	% increase of external business against CPIX	CPIX	CPIX
	Restructure and increase revenue to ensure that financing needs are met to achieve long-term financial sustainability	1	Wim Louw	Enable ERWAT to achieve new 2010 standards	Maintain the facilities development plan (including capacity and finances) as well as the implementation thereof	Positive cash flow/ positive net margin	Operational expenditure & loan interest %	Ongoing
				Will provide the capacity needs (infrastructure) of EMM	Discussions with EMM within a forum		Starts Oct 06, Completed Feb 07	Ongoing
					Explore alternative possibilities for necessary funds		Ongoing	Ongoing

Scale 1 – 4:

Highest priority = 1

Lowest priority = 4

Strategic objectives, measures and targets											
Perspective	Objective	Priority	Responsibility	Outputs	Initiatives	Performance indicator	Targets				
							Year 1 09/10	Year 2 10/11	Year 3 11/12	Year 4 12/13	Year 5 13/14
Internal business processes perspective	To practise good Corporate Governance.	2	Pat Twala	Good Corporate Governance	Revise Delegation of Authority document	Positive internal and external audit reports,	1 year				
					Implementation of policies and procedures	Reduced number of audit findings	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
					Implementation of King II and MFMA	No material transgressions reported	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
					Implementation of a formalised risk-management process		Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
	Identify and successfully implement internal business processes by the 2008 financial year-end that will support the business by conforming to all applicable legislation.	2	Rodney Barnes	Efficient and effective service delivery Compliance to all applicable legislation	Identify internal processes by performing a review of existing processes	Cost of non-compliance within ERWAT's control	0	0	0	0	0
					Business process re-engineering	Number of re-engineered processes					
					IT efficiency audit	An implemented (efficient and effective) IT system		Min 2 years			
					Review of quality standards (ISO 200)	Acceptable quality standards – report on findings	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing

Scale 1 – 4:

Highest priority = 1

Lowest priority = 4

Strategic objectives, measures and targets											
Perspective	Objective	Priority	Responsibility	Outputs	Initiatives	Performance indicator	Targets				
							Year 1 09/10	Year 2 10/11	Year 3 11/12	Year 4 12/13	Year 5 13/14
Internal business processes perspective	Structure internal processes to support and grow business development nationally	2	Dries Louw	People, processes, technological support and external business initiatives	Formalise R&D committee to establish partnerships with WRC, RU and UP.	No. of established partnerships					
					Create an awareness of where enhancement, improvement and commercialisation are needed through R&D by the end of 2006.	Increased revenue %	12%	15%	17%	19%	20%
					Set external income-growth target by determining external income growth over the past five years.	Increased market share %					
					Determine the viability of R&D.	R&D cost benefit analysis					

Scale 1 – 4:

Highest priority = 1

Lowest priority = 4

Strategic objectives, measures and targets											
Perspective	Objective	Priority	Responsibility	Outputs	Initiatives	Performance Indicator	Targets				
							Year 1 09/10	Year 2 10/11	Year 3 11/12	Year 4 12/13	Year 5 13/14
Internal business processes perspective	Enhance products and services through research and development	2	Koos Wilken	Enhanced products and services	Establish an internal work group to support and grow the external business	No. of workgroups					
					Conduct a customer survey	% Customer satisfied					
					Develop a business model to address training, laboratory services and plant operations	Increased revenue %	12%	15%	17%	19%	20%
						Increased market share %					
			Conformance to new sludge legislation (guidelines)	Obtain guidance from the Board on risk profile through business case presentations	% Compliance based on total sludge mass	20%	35%	45%	80%		

Scale 1 – 4:

Highest priority = 1

Lowest priority = 4

Strategic objectives, measures and targets											
Perspective	Objective	Priority	Responsibility	Outputs	Initiatives	Performance indicator	Targets				
							Year 1 09/10	Year 2 10/11	Year 3 11/12	Year 4 12/13	Year 5 13/14
Customer perspective	Render services to customers to meet their requirements	1	Jurie Terblanche	Fulfil customer needs	Continuous monitoring, training and controls	Number of complaints received by the EMM	0	0	0	0	0
				Stable customer base	Regular forum meetings for feedback and to establish alliances	Number of breaches in compliance to design standards	Less than 5%	Less than 5%	Less than 5%	Less than 5%	Less than 5%
				Adherence to legislative requirements		Develop a retrofitting implementation plan	To be determined after Facilities Development Plan has been tested and implemented				
	Expand our market share through the provision of new services to existing clients and the development of new national clients	3	Obed Sebilwane	Increased surpluses	Define market share	% increase in profits (external)	13%	15%	17%	20%	23%
				Number of new clients	Develop business plan	Implementation of business plans					
					Market strategy						
					Establish a business development work group		Annually	Annually	Annually	Annually	Annually

Scale 1 – 4:

Highest priority = 1

Lowest priority = 4

Strategic objectives, measures and targets

Perspective	Objective	Priority	Responsibility	Outputs	Initiatives	Performance Indicator	Targets				
							Year 1 09/10	Year 2 10/11	Year 3 11/12	Year 4 12/13	Year 5 13/14
Learning and growth perspective	Identify and develop the best employees	4	Rodney Barnes	Operational efficiency	Identify key strategic skills required	% staff turnover	5%	7%	5%	5%	5%
				Highly-skilled workforce	Develop a scarce-skills strategy and succession plan	Time taken to fill vacancies	Within 3 months				
	Highly-motivated workforce			Perform an employee satisfaction survey	Employee satisfaction audit	Based on results from employee satisfaction survey					
				Develop an employee wellness strategy	Absenteeism and abuse of leave (reduced)	0	0	0	0	0	
				Develop a remuneration strategy	Number of CCMA referrals (reduced)						
				Develop a communication strategy	EE % statistics (increases)	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	
				Develop an employment equity plan							

Scale 1 – 4:

Highest priority = 1

Lowest priority = 4

	ACTUAL INCOME / EXPENDITURE 2007/2008	BUDGET 2008/2009	ACTUAL 6 MONTHS 2008/2009	EXPECTED INCOME / EXPENDITURE 2008/2009	BUDGET 2009/2010	% INCREASE	% OF TOTAL	MULTI-YEAR 2010/2011	MULTI-YEAR 2011/2012
	R	R	R	R	R			R	R
INCOME									
Dividend Received	103 478	70 000	35 485	70 000	75 000	7%	0%	80 000	85 000
Interest Received - Investments	4 006								
Interest Received - Other	8 040 192	1 500 000	335 112	670 224	1 000 000	-33%	0%	1 500 000	1 700 000
User Charges	193 077 314	216 271 738	108 135 869	216 271 738	268 658 154	24%	82%	316 497 369	362 865 377
Laboratory, contract services, other	51 064 961	45 335 125	21 911 765	50 248 403	55 314 462	22%	17%	56 262 717	61 409 255
Sundry Income - Devon	489 269	600 000	244 635	600 000		-100%	0%		
LGWSETA Learnership Income	553 650	400 000	139 650	400 000	500 000	25%	0%	440 000	462 000
Services Rendered									
Housing and Leases	140 781	143 725	90 890	143 725	140 467			150 000	155 000
Sale of Assets									
OPERATING INCOME GENERATED	253 473 651	264 320 588	130 893 406	268 404 090	325 688 083	23%	100%	374 930 086	426 676 632
Less: Income foregone									
TOTAL OPERATING INCOME	253 473 651	264 320 588	130 893 406	268 404 090	325 688 083	23%	100%	374 930 086	426 676 632
Internal Transfers:									
Dividends Received - Internal									
Internal Recoveries									
Internal Transfers - sub-total									
NET OPERATING INCOME	253 473 651	264 320 588	130 893 406	268 404 090	325 688 083	23%	100%	374 930 086	426 676 632
EXPENDITURE									
Employee Related Costs - Salaries and Wages	79 847 140	93 724 650	44 441 394	99 184 872	107 044 348	14%	33%	118 333 751	128 448 522
Remuneration of Directors	303 007	320 000	125 991	320 000	352 000	10%	0%	380 000	420 000
Bad Debts (Provision for Bad Debts)									
Depreciation	16 919 537	18 635 723	5 574 975	19 067 522	21 022 821	13%	6%	22 466 520	23 988 774
Repairs and Maintenance - External cost	38 223 907	30 928 599	17 866 907	30 159 564	36 307 456	17%	11%	40 907 359	44 855 813
Interest Expense - External Borrowings	22 860 301	22 500 000	12 366 781	23 800 000	29 800 000	32%	9%	47 800 000	69 800 000

	ACTUAL INCOME / EXPENDITURE 2007/2008	BUDGET 2008/2009	ACTUAL 6 MONTHS 2008/2009	EXPECTED INCOME / EXPENDITURE 2008/2009	BUDGET 2009/2010	% INCREASE	% OF TOTAL	MULTI-YEAR 2010/2011	MULTI-YEAR 2011/2012
	R	R	R	R	R			R	R
Bulk Purchases	52 471 844	61 246 050	30 881 551	61 647 525	83 781 646	37%	26%	90 620 558	99 910 091
Contracted Services									
Grants and Subsidies Paid									
Audit/Admin/consult/insurance/lab/transp/security/other	38 288 718	36 965 564	17 746 744	38 798 012	47 379 813	28%	15%	54 421 898	59 253 432
Loss on Sale of Assets	292 283								
TOTAL OPERATING EXPENDITURE	249 206 737	264 320 588	129 004 343	272 977 496	325 688 084	23%	100%	374 930 086	426 676 632
Internal Transfers:									
Internal Charges									
Internal Transfers - sub-total									
NET OPERATING EXPENDITURE	249 206 737	264 320 588	129 004 343	272 977 496	325 688 084	23%	100%	374 930 086	426 676 632
OPERATING SURPLUS / (DEFICIT)	4 266 914		1 889 063	(4 573 406)					
Contribution to Capital Budget									
Total Transfers to Cash-Backed Reserves									
Total Transfers from Cash-Backed Reserves									
NET OPERATING SURPLUS/ (DEFICIT)	4 266 914		1 889 063	(4 573 406)					

Focus Area:	Services Infrastructure	Landscape:	Physical
2025 Agenda:	High-quality, well-maintained and equitable services throughout the urban areas		
Outcomes and Measures:	All communities to have access to potable water by 2010		
Other Details:			
Strategic Objective: (1) To improve water quality			
Unit(s) of Measure: Kilograms/Day			
Years			0910 Quarters
Performance Indicator: (1) Improve water quality with respect to COD	Annual	Cumulative	Annual
	KG	KG	KG
			Cumulative
			KG
			Cumulative Target
			KG
			Cumulative Actual
			KG
0607	Yr 2	41576	30406
0708	Yr 1	48302	26360
0809	Yr 0	50541	
0910	Yr 1	53068	
1011	Yr 2	55721	
1112	Yr 3	58507	
1213	Yr 4	61432	
1314	Yr 5	64504	
Comments: COD: Chemical Oxygen Demand, measured in KG/Day, This target is calculated by multiplying the national standard with the actual volumes, actual analysis times standard produce actuals. Actuals should always be less than target.			

Focus Area:	Quality Performance		Landscape:					
2025 Agenda:	High-quality, well-maintained and equitable services throughout the urban areas							
Outcomes and Measures:	all communities to have access potable water by 2010							
Other Details:								
Strategic Objective: (1) To improve water quality					Unit(s) of Measure: Kilograms/Day			
Years						0910 Quarters		
Performance Indicator: (2) Improve water quality with respect to PO4-Phosphates		Annual	Cumulative	Annual	Cumulative		Cumulative Target	Cumulative Actual
		KG	KG	KG	KG		KG	KG
0607	Yr-2	554		564		Qrt 1	562	537
0708	Yr-1	644		653		Qrt 2	658	694
0809	Yr 0	674				Art 3	793	
0910	Yr 1	708				Art 4	684	
1011	Yr 2	743						
1112	Yr 3	781						
1213	Yr 4	820						
1314	Yr 5	861						
Comment: PO4,Phosphates, measured in KG/Day. This target is calculated by multiplying the national standard with the actual volumes, actual analysis times standard produce actuals. Actuals should always be less than target.								

Focus Area:	Quality Performance	Landscape:	
2025 Agenda:	High-quality, well-maintained and equitable services throughout the urban areas		
Outcomes and Measures:	all communities to have access to potable water by 2010		
Other Details:			

Strategic Objective: (1) To improve water quality					Unit(s) of Measure: Kilograms/Day			
Years				0910 Quarters				
Performance Indicator: (3) Improve water quality with respect to SS-Suspended Solids		Annual	Cumulative	Annual	Cumulative	Cumulative Target	Cumulative Actual	
		KG	KG	KG	KG	KG	KG	
0607	Yr-2	13858		9636		Qrt 1	14066	10786
0708	Yr-1	16100		10766		Qrt 2	16465	9572
0809	Yr 0	16863				Art 3	20055	
0910	Yr 1	17706				Art 4	16866	
1011	Yr 2	18591						
1112	Yr 3	19521						
1213	Yr 4	20497						
1314	Yr 5	21522						

Comment: SS-Suspended Solids, measured in KG/Day. This target is calculated by multiplying the national standard with the actual volumes, actual analysis times standard produce actuals. Actuals should always be less than target.

Focus Area:	Services Infrastructure	Landscape:	Physical
2025 Agenda:	High-quality, well-maintained and equitable services throughout the urban areas		
Outcomes and Measures:	All communities to have access to potable water by 2010		
Other Details:			
Strategic Objective: (2) To provide potable water at a satisfactory price			
Unit(s) of Measure: Cents/Kilolitre			
Years			0910 Quarters
Performance Indicator: (1) Determine the appropriate price of water	Annual	Memo: Volume	Annual
	Cents	Mega liters/Day	Cents
			Cumulative Target
			Cents
			Cumulative Actual
			Cents
0607	Yr-2	96.55	96.04
0708	Yr-1	96.67	96.67
0809	Yr 0	100.69	650.00
0910	Yr 1	105.72	682.50
1011	Yr 2	111.01	716.60
1112	Yr 3	116.56	752.50
1213	Yr 4	122.39	790.00
1314	Yr 5	128.51	
Comments: The reasons for the projected increases are twofold: firstly, inflation and secondly, to provide for the necessary capital expenditure to provide sufficient treatment capacity.			

Project name/ Expense description	Source of finance	Capital Cost 2009/2010	First Quarter Projection	Second Quarter Projection	Third Quarter Projection	Fourth Quarter Projection				TOTAL
							Capital Cost 2010/2011	Capital Cost 2010/2012	Capital Cost 2012/2013	
Hartebeestfontein 50 MI/day extension	EXTERNAL	65 500 000	10 500 000	15 000 000	20 000 000	20 000 000	60 000 000	79 500 000	30 000 000	
Olifantsfontein PST Tank	EXTERNAL	1 250 000				1 250 000	3 750 000			
Herbert Bickley Inlet work	EXTERNAL							6 000 000		
Heidelberg/Ratanda 10MI/day inlet works	EXTERNAL	5 000 000				5 000 000	10 000 000	20 000 000	23 000 000	
Daveyton inlet works construction	EXTERNAL	11 632 700	2 908 175	2 908 175	2 908 175	2 908 175				
Amcor inlet works	EXTERNAL	8 000 000	2 000 000	2 000 000	2 000 000	2 000 000				
JP Marais sludge handling	EXTERNAL						5 050 000	5 050 000		
Rynfield upgrade of inlet works	EXTERNAL							6 800 000		
Herbert Bickley/ Tsakane/ Carl Grundling 25 MI/day extensions	EXTERNAL	11 328 125				11 328 125	36 132 813	38 867 188	75 000 000	
Welgedacht 50 MI/day	EXTERNAL	27 000 000	2 500 000	2 500 000	2 500 000	19 500 000	120 000 000	80 500 000	20 500 000	
Dekema sludge holding tank and strandtraps	EXTERNAL								5 000 000	
Vlakplaats flow distributions/ Sludge handling/ disinfections	EXTERNAL	2 000 000				2 000 000	3 750 000	4 250 000	30 000 000	
Waterval 50MI/day/ outfall sewer/ sludge	EXTERNAL	109 750 000	24 875 000	24 875 000	30 000 000	30 000 000	60 000 000	78 050 000	200 700 000	
Rondebult disinfection/ sludge handling	EXTERNAL								20 400 000	
Minor capital for operations/ Laboratory/ Corporate	EXTERNAL	43 828 828	10 957 207	10 957 207	10 957 207	10 957 207	44 543 093	43 625 813		
MIG APPLICATIONS										
MIG APPROVED (WATERVAL)	R127m									
Funding		285 289 653	53 740 382	58 240 382	68 365 382	104 943 507	343 225 906	362 643 001	404 600 000	
MIG		135					137	144		416
BORROWING		150					206	218		574
INTERESTS PAYMENTS										
Interest @ 10.7% x R150mx 6/12 (2009/2010)		8								
Interest @ 10.7% x R150mx 12/12 (2010/2011)							16			
Interest @ 10.7% x R206mx 6/12 (2010/2011)							11			
Interest @ 10.7% x R150mx 12/12 (2010/2011)								16		
Interest @ 10.7% x R206mx 12/12 (2010/2011)								22		
Interest @ 10.7% x R218mx 6/12 (2010/2011)								12		
TOTAL INTERESTS		8					27	50		

Depreciation is not provided for as it is assumed that all the projects will be work-in-progress for the full three years to 2013.

SALARY LEVEL GRADES	NUMBER OF EMPLOYEES	SALARY SCALE		SALARIES	ALLOWANCES	TOTAL
		ANNUALLY				
		MINIMUM	MAXIMUM			
A2	191	625 042	1 563 397	13 122 347	2 492 866	15 615 213
B1	14	585 649	1 129 931	1 181 666	273 585	1 455 251
B2	78	1 018 779	2 471 115	8 122 895	1 977 831	10 100 726
B3	11	1 128 029	1 570 599	1 143 319	209 552	1 352 871
B4	15	1 386 412	2 183 154	2 362 476	947 864	3 310 340
BURSARY HOLDERS	3	6 600	6 600	6 600	6 600	13 200
B5	35	2 163 320	2 957 114	615 400	177 870	793 270
C1	18	1 740 817	2 687 100	3 003 302	1 035 682	4 038 984
C2	14	1 952 823	3 442 866	3 167 582	1 306 916	4 474 498
C3	38	2 338 389	4 368 661	9 344 999	3 911 891	13 256 890
C4	6	2 605 657	3 294 559	1 536 477	734 058	2 270 535
C5	7	2 918 171	4 885 022	2 375 065	1 030 615	3 405 680
CONTRACT WORKERS	42	580 800	4 301 405	1 229 466	17 424	1 246 890
D1	12	3 537 943	5 235 476	4 538 589	1 760 419	6 299 008
D2	2	5 457 691	6 986 181	1 036 988	266 674	1 303 662
IN SERVICE STUDENTS	35	623 779	623 779	1 873 486		1 873 486
LEARNERSHIP STUDENTS	0					
BOARD OF DIRECTORS	4	958 320	1 139 820	352 000		352 000
D3	3	6 115 810	6 508 618	1 571 252	540 071	2 111 323
E +F	7	6 716 124	9 893 230	4 800 790	1 783 607	6 584 397
	535	42 460 155	65 248 627	61 384 699	18 473 525	79 858 224

Note : Please note that Bonus, Incentive Bonus, leave pay, standby/overtime , sdi levies/learnerships, tool allowance, workmans' compensation charges, protective clothing, and various minor associated manpower charges are excluded from this report.

MULTI-YEAR BUDGETED STATEMENT OF FINANCIAL POSITION				
	R	R	R	R
	2008/2009	2009/2010	2010/2011	2011/2012
NET ASSETS AND LIABILITIES				
NET ASSETS	172 800 000	172 900 000	173 000 000	173 100 000
Housing Development Fund				
Capital Replacement Reserve				
Capitilisation Reserve				
Government Grant Reserve				
Donations and Public Contribution Reserve				
Insurance Reserve				
Non-distributable Reserve				
Share Capital				
Share premium				
Revaluation Reserve	2 100 000	2 200 000	2 300 000	2 400 000
Accumulated Surplus / (Deficit)	170 700 000	170 700 000	170 700 000	170 700 000
Outside Interest Shareholding				
NON-CURRENT LIABILITIES	437 517 000	687 517 000	990 517 000	1 307 517 000
Long-term liabilities	158 417 000	293 417 000	479 417 000	672 417 000
Deferred Income	279 100 000	394 100 000	511 100 000	635 100 000
Non-current Provisions				
CURRENT LIABILITIES	47 109 000	53 000 000	58 000 000	63 000 000
Consumer deposits				
Provisions	8 000 000	8 000 000	8 000 000	8 000 000
Creditors	30 000 000	30 000 000	30 000 000	30 000 000
Unspent conditional grants				
Vat (creditors)				
Current portion of long-term liabilities	9 109 000	15 000 000	20 000 000	25 000 000
Bank Overdraft				
TOTAL NET ASSETS and LIABILITIES	657 426 000	913 417 000	1 221 517 000	1 543 617 000
ASSETS				
NON-CURRENT ASSETS	607 426 000	853 417 000	1 161 517 000	1 473 617 000
Property, plant and equipment	604 926 000	850 717 000	1 158 617 000	1 470 617 000
Intangible Assets				
Investment property				
Shareholders investment				
Investments	2 500 000	2 700 000	2 900 000	3 000 000
Long-term receivables				
CURRENT ASSETS	50 000 000	60 000 000	60 000 000	70 000 000
Inventory				
Consumer and other debtors	30 000 000	30 000 000	30 000 000	30 000 000
Current portion of long-term debtors				
Taxation				
Vat (debtor):				
Investments				
Cash and cash equivalents	20 000 000	30 000 000	30 000 000	40 000 000
TOTAL ASSETS	657 426 000	913 417 000	1 221 517 000	1 543 617 000

MULTI-YEAR BUDGETED STATEMENT OF FINANCIAL PERFORMANCE					
	2008/09	2009/10	2010/11	2011/12	
	R	R	R	R	R
Revenue					
Property Rates					
Property Rates Penalties Imposed & Collection Costs					
Service Charges	216 271 738	268 658 154	316 497 369	362 865 377	
Regional Service Levy - Turnover					
Regional Service Lev - Remuneration					
Rental From Facilities And Equipment					
Interest Earned: Extern Investments	1 500 000	1 000 000	1 500 000	1 700 000	
Interest Earned - Outstanding Debtors					
Dividends Received	70 000	75 000	80 000	85 000	
Fines					
Licences And Permits					
Income From Agency Services					
Housing Sales					
Government Grants and Subsidies					
Laboratory, Contract Services, Other	46 478 850	55 954 929	56 852 717	62 026 255	
Public Contributions Donated and Contributed Ppe					
Gains on Disposal of Ppe					
Total Revenue	264 320 588	325 688 083	374 930 086	426 676 632	
Expenditure					
Employee Related Costs	93 724 650	107 044 348	118 333 751	128 448 522	
Directors' Fees'	320 000	352 000	380 000	420 000	
Remuneration of Councilors					
Bad Debt	6 000	6 000	10 000	10 000	
Collection Costs					
Depreciation	18 635 723	21 022 821	22 466 520	23 988 774	
Repairs and Maintenance	30 928 599	36 307 456	40 907 359	44 855 813	
Interest Paid	22 500 000	29 800 000	47 800 000	69 800 000	
Bulk Purchases	61 246 050	83 781 646	90 620 558	99 910 091	
Contracted Services					
Grants and Subsidies					
Admin/Consult Fees/Insurance/Lab Costs/Transport/Security/Other	36 959 564	47 373 813	54 411 898	59 243 432	
Contributions to (Transfers From) Provisions					
Loss On Disposal Of Ppe					
Total Expenditure	264 320 588	325 688 084	374 930 086	426 676 632	
Net Surplus/ (Deficit) For The Year					

CASH FLOW STATEMENTS 2008/2009 - 2011/2012 FINANCIAL YEARS				
	2008/09	2009/10	2010/11	2011/12
	R	R	R	R
CASH FLOW FROM OPERATING ACTIVITIES				
Cash receipts from ratepayers, government and other	262 750 588	324 613 083	373 350 086	424 891 632
Cash paid to suppliers and employees	(181 820 588)	(310 097 083)	(342 230 086)	(371 876 632)
Cash generated from/ (utilised in) operations	80 930 000	14 516 000	31 120 000	53 015 000
Grant received		135 000 000	137 000 000	144 000 000
Interest received	1 570 000	1 075 000	1 580 000	1 785 000
Interest paid	(22 500 000)	(29 800 000)	(47 800 000)	(69 800 000)
NET CASH FROM OPERATING ACTIVITIES	60 000 000	120 791 000	121 900 000	129 000 000
CASH FLOW FROM INVESTING ACTIVITIES				
Purchase of property, plant and equipment	(20 000 000)	(245 791 000)	(307 900 000)	(312 000 000)
Proceeds on disposal of fixed assets				
Decreases in non-current receivables				
Increases in investment properties				
Increases in investments				
NET CASH FROM INVESTING ACTIVITIES	(-20 000 000)	(245 791 000)	(307 900 000)	(312 000 000)
CASH FLOW FROM FINANCING ACTIVITIES				
New loans raised/(repaid)		150 000 000	206 000 000	218 000 000
Increase in consumer deposits				
Decrease in short-term loans	(10 000 000)	(15 000 000)	(20 000 000)	(25 000 000)
Shareholders' loans				
NET CASH FROM FINANCING ACTIVITIES	(10 000 000)	135 000 000	186 000 000	193 000 000
TOTAL NET CASH FROM ACTIVITIES	30 000 000	10 000 000		10 000 000
NET (INCREASE) IN CASH AND CASH EQUIVALENTS	(10 000 000)	(10 000 000)		(10 000 000)
Cash and cash equivalents at the beginning of the year	10 000 000	20 000 000	30 000 000	30 000 000
Cash and cash equivalents at the end of the year	20 000 000	30 000 000	30 000 000	40 000 000

5.10.3. EKURHULENI DEVELOPMENT COMPANY (EDC)**EXECUTIVE SUMMARY**

This business plan has been drafted to comply with the reporting requirements of the Ekurhuleni Metropolitan Municipality.

The highlights of the plan are the following:

- Functions of EDC have been examined and realigned in order to create the following four focus areas:
 - To initiate, plan, co-ordinate, facilitate and promote social housing developments within Ekurhuleni.
 - To acquire, develop and manage 15 000 units within seven years leading to 2014
 - To manage existing EDC housing stock
 - To increase revenue and to invest EDC income wisely
- Housing management and revenue collection (ongoing).
- All other areas of operations have been structured as support units to the core functions.
- Growth in the number of units under management from 988 at the end of the June 2008 to 1481 at the end of June 2009.
- The number of units to be developed will be increased to 6 600 at the end of the June 2011
- The delivery of 15 000 units by 2014 is envisaged therefore it is critical to ensure a sound and an ambitious organogram to meet the challenges.
- Revenue collected will consequently increase at the end of year 5.
- At the same time as developing internal staff skills and performance, additional 14 staff members will be required to grow the company to achieve EDC's targets. Two seconded staff members from the municipality would be required from the Housing and City Development departments to assist the EDC on a part-time basis to fast-track housing delivery.
- Unresolved issues of the contracts, the Service Level Agreements have been prioritised and are to be addressed.
- Policies, procedures and work functions will be re-defined and focused to create an integrated approach to EDC's growth.
- Projected targets are ambitious but external factors and resource limitations have been taken into consideration.
- EDC will monitor and evaluate its progress to the predetermined targets in order to take timeous corrective steps if need be.

	ACTUAL INCOME / EXPENDITURE 2007/2008	BUDGET 2008/2009	ACTUAL 6 MONTHS 2008/2009	EXPECTED INCOME / EXPENDITURE 2008/2009	BUDGET 2009/2010	% INCREASE	% OF TOTAL	Multi-Year 2010/2011	Multi-Year 2011/2012
	R	R	R	R	R			R	R
INCOME									
Rental Income	13 947 737	16 099 821	8 378 877	16 757 754	18 433 529	14%	63%	20 070 826	21 855 367
Admin Fees	12 280	23 500	28 218	46 867	24 500	4%	0%	26 700	28 900
Proceed on Sale of Developments	(134 625)	3 343 185		2 000 000	1 997 504	-40%	7%	2 000 000	2 000 000
Sales		17 043 185		8 000 000	10 747 504	-37%	36%	3 000 000	3 000 000
Less: Cost of Sales	(134 625)	(13 700 000)		(6 000 000)	(8 750 000)	-36%	-30%	(1 000 000)	(1 000 000)
Management Fees	1 000 990	5 731 120	2 731 391	5 462 782	6 525 788	0%	22%	7 280 283	7 965 156
Interest Received	97 303	755 000	158 022	303 013	32 000	-96%	0%	34 000	34 000
Recoveries	370 000	950 000	734 259	1 168 518	1 226 944	29%	4%	1 319 253	1 412 281
Services		1 043 320	546 775	1 093 550	1 157 655	11%	4%	1 243 941	1 329 916
Contributions - Municipality	371 742	160 000	90 589	90 589					
Contributions - Other	20 013 057	67 440	16 860	67 440	67 440			67 440	67 440
OPERATING INCOME GENERATED		28 173 386	12 684 991	26 990 513	29 465 361	5%	100%	32 042 442	34 693 060
Less: Income foregone									
TOTAL OPERATING INCOME		28 173 386	12 684 991	26 990 513	29 465 361	5%	100%	32 042 442	34 693 060
Internal Transfers:									
Interest Received - Internal Loans									
Redemption Received - Internal Loans									
Dividends Received - Internal									
Internal Recoveries									
Internal Transfers - sub-total									
NET OPERATING INCOME		28 173 386	12 684 991	26 990 513	29 465 361	5%	100%	32 042 442	34 693 060
EXPENDITURE									
Employee Related Costs - Salaries & Wages	227 349	3 734 763	1 604 784	3 734 482	4 996 731	34%	17%	5 346 502	5 720 757
Employee Related Costs - Contributions	41 829	367 276	122 399	366 000	523 008	42%	2%	559 619	615 581
Employee Related Costs - Training	178 205	137 000	66 455	136 895	145 000	6%	0%	130 000	135 000
Directors' Fee	703 506	320 000	102 667	315 263	350 000	9%	1%	360 000	370 000
Bad Debts Provision	884 357	727 000	581 534	1 163 068	897 585	23%	3%	923 603	1 031 383
Audit Fees		700 000	219 525	612 000	710 000	1%	2%	742 500	781 650

	ACTUAL INCOME / EXPENDITURE 2007/2008	BUDGET 2008/2009	ACTUAL 6 MONTHS 2008/2009	EXPECTED INCOME / EXPENDITURE 2008/2009	BUDGET 2009/2010	% INCREASE	% OF TOTAL	Multi-Year 2010/2011	Multi-Year 2011/2012
	R	R	R	R	R			R	R
Assets		1 000	876	876	1 100	10%	0%	5 500	6 000
Computer maintenance	63 234	120 000	42 750	115 630	132 000	10%	0%	140 000	145 000
Depreciation	1 173 095	1 095 885	497 797	1 136 076	1 154 495	5%	4%	1 157 221	1 159 221
Electricity and other utilities charges	2 302 118	2 477 176	1 174 571	2 402 090	2 720 764	10%	9%	2 899 865	3 091 383
Equipment Rental	97 600	109 000	39 350	103 426	105 400	-3%	0%	106 550	112 128
Garden and Cleaning	349 028	375 100	140 315	306 606	412 610	10%	1%	470 542	497 678
General Expenses	583 929	643 000	306 073	603 675	709 620	10%	2%	803 442	820 716
Insurance	189 308	620 000	191 623	440 190	520 000	-16%	2%	543 000	567 550
Interest paid - Loans	4 057 850	4 039 484	1 834 457	3 668 914	3 166 610	-22%	11%	2 816 543	2 466 511
Interest paid - deposits	29 265	31 000	17 843	30 925	33 600	8%	0%	37 360	41 296
Legal Collection Costs	155 739	1 040 000	966 479	1 024 565	1 035 000	0%	4%	1 010 000	1 015 000
Licences	30 489	58 000	28 900	57 800	63 800	10%	0%	64 000	65 000
Office rental	180 000	237 000	100 800	201 600	255 960	8%	1%	268 758	282 196
Management Fees	4 238 476	5 731 120	2 838 358	5 676 715	6 525 788	14%	22%	7 280 283	7 965 156
Management Fees (VAT)	593 387	802 357	397 370	794 740	913 610	14%	3%	1 006 430	1 115 122
Motor Vehicle Expenses	12 775	38 000	27 476	37 500	41 800	10%	0%	50 000	55 000
Printing and Stationery	51 111	110 000	48 174	109 896	121 000	10%	0%	140 000	145 000
Repairs and Maintenance - Buildings	473 619	1 058 587	466 149	1 052 729	1 164 346	10%	4%	1 864 688	2 050 557
Repairs and Maintenance - Equipment	15 864	10 000	73	7 578	10 800	8%	0%	17 000	18 500
Security	70 643	1 500 500	713 983	1 462 056	1 513 620	1%	5%	1 671 832	1 837 515
Seminars and Workshops	196 630	53 000	29 483	52 000	53 000	0%	0%	55 000	57 000
Telephone and Internet cost	230 195	215 650	140 006	215 650	234 715	9%	1%	251 145	268 747
Consultants	21 040 158	565 000	253 118	559 790	615 000	9%	2%	535 000	565 000
TOTAL OPERATING EXPENDITURE	38 169 759	26 916 898	12 953 388	26 388 735	29 126 961	8%	100%	31 256 381	33 001 646
Internal Transfers:									
Interest - Internal Borrowings									
Redemption - External Borrowings									
Internal Charges									
Internal Transfers - sub-total									
NET OPERATING EXPENDITURE	38 169 759	26 916 898	12 953 388	26 388 735	29 126 961	8%	100%	31 256 381	33 001 646

	ACTUAL INCOME / EXPENDITURE 2007/2008	BUDGET 2008/2009	ACTUAL 6 MONTHS 2008/2009	EXPECTED INCOME / EXPENDITURE 2008/2009	BUDGET 2009/2010	% INCREASE	% OF TOTAL	Multi-Year 2010/2011	Multi-Year 2011/2012
	R	R	R	R	R			R	R
OPERATING SURPLUS/(DEFICIT)	(1 027 101)	1 256 488	(268 397)	601 778	338 399	-4%	0%	786 061	1 691 414
Taxation at 30%	150 534				101 520			235 818	507 424
Profit after tax	(1 177 635)				236 880			550 242	1 183 990
Contribution to Capital Budget		44 000 000							
Total Transfers to Cash-Backed Reserves									
Total Transfers from Cash-Backed Reserves									
Other Adjustments									
Net Operating Surplus/(Deficit)	(1 177 635)	(42 743 512)	(268 397)	601 778	338 399			786 061	1 691 414

	BUDGET	TWELVE MONTH PROJECTION											
	2009/2010	Jul-09	Aug-09	Sep-09	Oct-09	Nov-09	Dec-09	Jan-10	Feb-10	Mar-10	Apr-10	May-10	Jun-10
	R												
Equipment Rental	105 400	8 783	8 783	8 783	8 783	8 783	8 783	8 783	8 783	8 783	8 783	8 783	8 783
Garden and Cleaning	412 610	34 384	34 384	34 384	34 384	34 384	34 384	34 384	34 384	34 384	34 384	34 384	34 384
General Expenses	709 620	59 135	59 135	59 135	59 135	59 135	59 135	59 135	59 135	59 135	59 135	59 135	59 135
Insurance	520 000	43 333	43 333	43 333	43 333	43 333	43 333	43 333	43 333	43 333	43 333	43 333	43 333
Interest paid - Loans	3 166 610	263 884	263 884	263 884	263 884	263 884	263 884	263 884	263 884	263 884	263 884	263 884	263 884
Interest paid - deposits	33 600	2 800	2 800	2 800	2 800	2 800	2 800	2 800	2 800	2 800	2 800	2 800	2 800
Legal Collection Costs	1 035 000	86 250	86 250	86 250	86 250	86 250	86 250	86 250	86 250	86 250	86 250	86 250	86 250
Licences	63 800	5 317	5 317	5 317	5 317	5 317	5 317	5 317	5 317	5 317	5 317	5 317	5 317
Office rental	255 960	21 330	21 330	21 330	21 330	21 330	21 330	21 330	21 330	21 330	21 330	21 330	21 330
Management Fees	6 525 788	543 816	543 816	543 816	543 816	543 816	543 816	543 816	543 816	543 816	543 816	543 816	543 816
Management Fees (VAT)	913 610	76 134	76 134	76 134	76 134	76 134	76 134	76 134	76 134	76 134	76 134	76 134	76 134
Motor Vehicle Expenses	41 800	3 483	3 483	3 483	3 483	3 483	3 483	3 483	3 483	3 483	3 483	3 483	3 483
Printing and Stationery	121 000	10 083	10 083	10 083	10 083	10 083	10 083	10 083	10 083	10 083	10 083	10 083	10 083
Repairs and Maintenance - Buildings	1 164 346	97 029	97 029	97 029	97 029	97 029	97 029	97 029	97 029	97 029	97 029	97 029	97 029
Repairs and Maintenance - Equipment	10 800	900	900	900	900	900	900	900	900	900	900	900	900
Security	1 513 620	126 135	126 135	126 135	126 135	126 135	126 135	126 135	126 135	126 135	126 135	126 135	126 135
Seminars and Workshops	53 000	4 417	4 417	4 417	4 417	4 417	4 417	4 417	4 417	4 417	4 417	4 417	4 417
Telephone and Internet cost	234 715	19 560	19 560	19 560	19 560	19 560	19 560	19 560	19 560	19 560	19 560	19 560	19 560
Consultants	615 000	51 250	51 250	51 250	51 250	51 250	51 250	51 250	51 250	51 250	51 250	51 250	51 250
TOTAL OPERATING EXPENDITURE	29 126 961	2 427 247	2 427 247	2 427 247	2 427 247	2 427 247	2 427 247	2 427 247	2 427 247	2 427 247	2 427 247	2 427 247	2 427 247
Internal Transfers:													
Internal Charges													
Internal Transfers - sub-total													
NET OPERATING EXPENDITURE	29 126 961	2 427 247	2 427 247	2 427 247	2 427 247	2 427 247	2 427 247	2 427 247	2 427 247	2 427 247	2 427 247	2 427 247	2 427 247
OPERATING SURPLUS/(DEFICIT)	338 399	28 200	28 200	28 200	28 200	28 200	28 200	28 200	28 200	28 200	28 200	28 200	28 200
Taxation at 30%	101 520												
Profit after tax	236 880												
Contribution to Capital Budget	130 000	10 833	27 500	20 000	17 000	10 000	10 000	5 000	5 000	5 000	5 500	5 000	
Other Adjustments													
Net Operating Surplus/(Deficit)	208 399	17 367	700	8 200	11 200	18 200	18 200	23 200	23 200	23 200	22 700	23 200	28 200

Entity:	EDC: Pharo Park						
Long-Term Agenda:	To provide institutional housing of a good quality						
Outcomes & Measures:	Tenants that live in a sustainable environment						
Other Details:	(a) Estimated backlog as at 30 June 09:						
Strategic Objective: To maintain Pharo Park units effectively, efficiently and economically						Unit(s) of Measure:	
Years		Target		Actuals		0910 Quarters	
Performance Indicator: To maintain apartments		Annual	Cumulative	Annual	Cumulative		Cumulative Target
							Cumulative Actuals
0607	Yr-2					Qrt1	Maintain: according to Building Maintenance Plan;
0708(incl. proj actual)	Yr-1	Opex:R542 806 Urban renewal: R 286390, Building Maintenance Audit				Qrt2	Maintain: according to Building Maintenance Plan;
0809	Yr0	Opex: R 515000				Qrt 3	Maintain: according to Building Maintenance Plan;
0910	Yr1	Opex: 566500				Qrt 4	Maintain: according to Building Maintenance Plan;
1011	Yr2	Opex: 623 150					
1112	Yr3	Opex: 685 465					
1213	Yr4	Opex: 754011					
Comments: A Building Conditions Audit will be conducted to inform a building maintenance plan that will inform the budget over the next 3 -5 years							

Entity:	EDC: Pharoë Park						
Long-Term Agenda:	To maintain a 95 % level of occupancy						
Outcomes & Measures:	5% Vacancy rate						
Sub- Objective (i)- if applicable	Narrative: (If no sub-objectives then omit reference to them and add three heads below under objective A.)						
Other Details:	(a) Estimated backlog as at 30 June 09:						
Sub- Objective (ii)- if applicable							
Strategic Objective: To maintain Pharoë Park occupancy rate at no less than 95 % per quarter						Unit(s) of Measure:	
Years	Target			Actuals		0910 Quarters	
Performance Indicator: To achieve a 95% Occupancy rate	Annual	Cumulative	Annual	Cumulative		Cumulative Target	Cumulative Actuals
0607	Yr-2	95 % Occupancy			Qrt1	Monitor occupancy rate	
0708(incl. proj actual)	Yr-1	95 % Occupancy			Qrt2	Monitor occupancy rate	
0809	Yr0	95 % Occupancy			Qrt 3	Monitor occupancy rate	
0910	Yr1	95 % Occupancy			Qrt 4	Monitor occupancy rate	
1011	Yr2	95 % Occupancy					
1112	Yr3	95 % Occupancy					
1213	Yr4	95 % Occupancy					
Comments: Measure occupancy rate. React on decreasing levels							

Entity:	EDC: Germiston Phase II Properties						
Long-Term Agenda:	To provide institutional housing of a good quality						
Outcomes & Measures:	Tenants that live in a sustainable environment						
Other Details:	(a) Estimated backlog as at 30 June 09:						
Strategic Objective: To maintain Germiston Phase II units effectively, efficiently and economically						Unit(s) of Measure:	
Years		Target		Actuals		0910 Quarters	
Performance Indicator: To maintain apartments		Annual	Cumulative	Annual	Cumulative		Cumulative Target
							Cumulative Actuals
0607	Yr-2					Qrt1	Maintain: according to Building Maintenance Plan;
0708(incl. proj actual)	Yr-1	Opex:R366 870, Building Maintenance Audit				Qrt2	Maintain: according to Building Maintenance Plan;
0809	Yr 0	Opex: R 532587				Qrt 3	Maintain: according to Building Maintenance Plan;
0910	Yr 1	Opex: 585 846		585 846		Qrt 4	Maintain: according to Building Maintenance Plan;
1011	Yr 2	Opex 644 430					
1112	Yr 3	Opex:708 873					
1213	Yr 4	Opex: 779 761					
Comments: A Building Conditions Audit will be conducted to inform a building maintenance plan that will inform the budget over the next 3 -5 years							

Entity:	EDC: Germiston Phase II Properties
Long-Term Agenda:	To maintain a 95 % level of occupancy
Outcomes & Measures:	5% Vacancy rate
Sub- Objective (i)- if applicable	Narrative: (If no sub-objectives then omit reference to them and add three heads below under objective A.)
Other Details:	(a) Estimated backlog as at 30 June 09:

Strategic Objective: To maintain Pharoee Park occupancy rate at no less than 95% per quarter					Unit(s) of Measure:			
Years		Target		Actuals		0910 Quarters		
Performance Indicator: To achieve a 95 % Occupancy rate		Annual	Cumulative	Annual	Cumulative		Cumulative Target	Cumulative Actuals
0607	Yr-2	95 % Occupancy				Qrt1	Monitor occupancy rate	
0708(incl. proj actual)	Yr -1	95 % Occupancy				Qrt2	Monitor occupancy rate	
0809	Yr 0	95 % Occupancy				Qrt 3	Monitor occupancy rate	
0910	Yr 1	95 % Occupancy				Qrt 4	Monitor occupancy rate	
1011	Yr 2	95 % Occupancy						
1112	Yr 3	95 % Occupancy						
1213	Yr 4	95 % Occupancy						

Comments: Measure occupancy rate. React on decreasing levels

Entity:	EDC: Lethabong Housing Company						
Long-Term Agenda:	To implement middle class housing project in Bedfordview: Stanford Gardens Phase 3						
Outcomes & Measures:	To plan, sell and execute developments						
Other Details:	(a) Estimated backlog as at 30 June 09:						
Strategic Objective: Stanford Gardens Phase 3					Unit(s) of Measure:		
Years		Target		Actuals		0910 Quarters	
Performance Indicator: To develop mixed-income housing		Annual	Cumulative	Annual	Cumulative	Cumulative Target	Cumulative Actuals
0607	Yr-2	Finalise planning for the project and ground work				Qrt1	Monitor the progress of developer according to the approved plan
0708 (incl. proj actual)	Yr-1	Obtain a township establishment to commence with development. Sell units of the plan. Complete tender process for a developer.				Qrt2	Monitor the progress of developer according to the approved plan
0809	Yr 0	Commence with building of the units				Qrt 3	Monitor the progress of developer according to the approved plan
0910	Yr 1	Finalise building of the units				Qrt 4	Monitor the progress of developer according to the approved plan
Comments: The time lines on this project will be provided once the developer is appointed							

Entity:	EDC: Lethabong Housing Company						
Long-Term Agenda:	To implement housing project in Bedfordview Tennis Courts						
Outcomes & Measures:	To plan, sell and execute developments						
Other Details:	(a) Estimated backlog as at 30 June 09:						
Strategic Objective: Bedfordview Tennis Courts					Unit(s) of Measure:		
Years		Target		Actuals		0910 Quarters	
Performance Indicator: To develop mixed-income housing		Annual	Cumulative	Annual	Cumulative	Cumulative Target	Cumulative Actuals
0809	Yr0	Develop the land				Qrt 1	
0910	Yr1	Develop the land				Qrt 2	
1011	Yr2	Develop the land				Qrt 3	
1112	Yr3	Develop the land				Qrt 4	
Comments: The time lines on this project is two years since developer was appointed							

Entity:	EDC: Lethabong Housing Company						
Long-Term Agenda:	To wind down LHI a Section 21 company						
Outcomes & Measures:							
Other Details:	(a) Estimated backlog as at 30 June 09:						
Strategic Objective: To ensure streamline reporting						Unit(s) of Measure:	
Years		Target		Actuals		0910 Quarters	
		Annual	Cumulative	Annual	Cumulative		Cumulative Target
							Cumulative Actuals
0607	Yr-2	Administrative merge of LHI with EDC				Qrt1	Manage the wind down process
0708(incl. proj actual)	Yr-1	Investigate the positives & negatives of a Housing company operating as a section 21 Company				Qrt2	Manage the wind down process
0809	Yr0	Wind down the company		Results on investigation to provide the way forward		Qrt 3	Manage the wind down process
0910	Yr1	Wind down the company				Qrt 4	Manage the wind down process
Comments: Tax issues must be cleared up before any rationalisation can be effected.							

Project Name	Source of Finance	Capital Cost 2008/2009	Capital Cost 2009/2010	First Quarter Projection	Second Quarter projection	Third quarter projection	Fourth quarter projection	Capital Cost 2010/2011	Capital Cost 2011/2012
Phase 2 B	External loans & Subsidy		97 000 000	9 700 000	24 250 000	29 100 000	33 950 000		
Capital projects funded from long-term loans			97 000 000	9 700 000	24 250 000	29 100 000	33 950 000		
Computer Equipment	Revenue	40 000	50 000	30 000	10 000	10 000		40 000	40 000
Furniture	Revenue	50 000	60 000	40 000		20 000		30 000	20 000
Equipment	Revenue	30 000	20 000	10 000	10 000			20 000	15 000
			130 000	80 000	20 000	30 000		90 000	75 000
Vehicle	Loans/ Revenue		60 000	60 000					

Purchase of old Flats fo conversion												Time lines 2009/2010				2010/2011				
Project Name	Aea	Exta wok equied	1 Bed	3 Bed	Total no of units	Total cost	Cost/ unit	Subsidy	Tenant Installation	Loan / Unit	Total loan	First Quarter	Second Quarter	Third Quarter	Fourth Quarter	First Quarter	Second Quarter	Third Quarter	Fourth Quarter	
Benoni Flats	Benoni	Minor Redecoations	12	0	36	8 000 000	222 222.22	54 650	15 000	182 572.22	6 572 600			36						
Germiston	Revelas Tower	Minor Redecorations	18	0	36	9 250 000	256 944.44	54 650	15 000	217 294.44	7 822 600			36						
Germiston	Germiston	Minor Redecorations	4	0	20	6 500 000	325 000	54 650	15 000	285 350	5 707 000			20						
Primrose Flats	Primrose	Minor Redecorations			16	3 400 000	212 500	54 650	15 000	172 850	2 765 600			16						
Germiston Border	Germiston	Minor Redecorations			28	11 500 000	410 714.29	54 650	15 000	371 064.29	10 389 800			28						
Boksburg Flats	Boksburg		35		45	6 600 000	146 666.67	54 650	15 000	107 016.67	4 815 750				45					
Norken Park	Kempton Park				159	35 000 000	220 125.79	54 650	160 000	325 475.79	51 750 650								159	
Germiston	Germiston	Minor Redecorations			300	150 000 000	500 000	54 650	15 000	460 350	138 105 000						300			

JOB TITLE	BUDGET 2008/09	BUDGET 2009/10	BONUS	PROVIDENT FUND	MEDICAL	Total Salary and benefits	UIF @ 1% X Sal	SETA @ 1% X Tot Sal pack	WCA @0.5% X Sal	LEAVE PROVISION @ 2.5% X Notch	TOTAL COST
Senior Staff											
CEO	533 168.48	597 149.00	59 714.90	41 800.43		698 664.33	1 498.00	5 971.49	2 985.75	14 928.73	724 048.29
Financial Manager	381 208.42	426 954.00	42 695.40	29 886.78	12 000.00	511 536.18	1 498.00	4 269.54	2 134.77	10 673.85	530 112.34
Business Development Manager	381 208.42	426 954.00	42 695.40	29 886.78	12 000.00	511 536.18	1 498.00	4 269.54	2 134.77	10 673.85	530 112.34
Support Services Officer	185 322.96	207 562.00	20 756.20	14 529.34		242 847.54	1 498.00	2 075.62	1 037.81	5 189.05	252 648.02
Property Management Officer	185 322.96	207 562.00	20 756.20	14 529.34	12 000.00	254 847.54	1 498.00	2 075.62	1 037.81	5 189.05	264 648.02
Credit Control Officer	175 446.00	196 500.00	19 650.00	13 755.00	12 000.00	241 905.00	1 498.00	1 965.00	982.50	4 912.50	251 263.00
Accountant	222 100.56	248 753.00	24 875.30	17 412.71	12 000.00	303 041.01	1 498.00	2 487.53	1 243.77	6 218.83	314 489.13
Junior Staff											
Bookkeeper 1	119 563.20	133 911.00	11 159.25	9 373.77		154 444.02	1 339.11	1 339.11	669.56	3 347.78	161 139.57
Letting Officer 1	114 045.32	127 731.00	10 644.25	8 941.17		147 316.42	1 277.31	1 277.31	638.66	3 193.28	153 702.97
Personal Assistant	134 183.70	150 286.00	12 523.83	10 520.02	10 000.00	183 329.85	1 502.86	1 502.86	751.43	3 757.15	190 844.15
Administrator	116 964.00	131 000.00	10 916.67	9 170.00		151 086.67	1 310.00	1 310.00	655.00	3 275.00	157 636.67
Bookkeeper 2	116 964.00	131 000.00	10 916.67	9 170.00		151 086.67	1 310.00	1 310.00	655.00	3 275.00	157 636.67
Letting Officer 2	97 340.04	109 021.00	9 085.08	7 631.47		125 737.55	1 090.21	1 090.21	545.11	2 725.53	131 188.60
Maintenance Officer 1	74 395.60	83 324.00	6 943.67	5 832.68		96 100.35	833.24	833.24	416.62	2 083.10	100 266.55
Maintenance Officer 2	61 782.98	69 197.00	5 766.42	4 843.79	10 000.00	89 807.21	691.97	691.97	345.99	1 729.93	93 267.06
Maintenance Officer 3	74 395.60	83 324.00	6 943.67	5 832.68		96 100.35	833.24	833.24	416.62	2 083.10	100 266.55
Maintenance Officer 4	76 128.40	85 264.00	7 105.33	5 968.48		98 337.81	852.64	852.64	426.32	2 131.60	102 601.01
Maintenance Officer 5 Sup	76 128.40	85 264.00	7 105.33	5 968.48		98 337.81	852.64	852.64	426.32	2 131.60	102 601.01
Receptionist	61 782.98	69 197.00	5 766.42	4 843.79		79 807.21	691.97	691.97	345.99	1 729.93	83 267.06
Office Assistant	56 311.67	63 070.00	5 255.83	4 414.90		72 740.73	630.70	630.70	315.35	1 576.75	75 894.23
Temporary Staff		80 000.00				80 000.00					80 000.00
	3 243 763.70	3 713 023.00	341 275.82	254 311.61	80 000.00	4 388 610.43	23 701.89	36 330.23	18 165.12	90 825.58	4 557 633.24
Additional staff for new developments											
SCM Officer		203 856.00	20 385.60	14 269.92	10 000.00	248 511.52	1 498.00	2 038.56	1 019.28	5 096.40	258 163.76
Internal Audit Officer		203 856.00	20 385.60	14 269.92	10 000.00	248 511.52	1 498.00	2 038.56	1 019.28	5 096.40	258 163.76
Project Manager		203 856.00	20 385.60	14 269.92	10 000.00	248 511.52	1 498.00	2 038.56	1 019.28	5 096.40	258 163.76
Committees Clerk - Board		147 602.00	12 300.17	10 332.14	10 000.00	180 234.31	1 476.02	1 476.02	738.01	3 690.05	187 614.41
		759 170.00	73 456.97	53 141.90	40 000.00	925 768.87	5 970.02	7 591.70	3 795.85	18 979.25	962 105.69
	3 243 763.70	4 472 193.00	414 732.78	307 453.51	120 000.00	5 314 379.29	29 671.91	43 921.93	21 960.97	109 804.83	5 519 738.92

MULTI-YEAR BUDGETED STATEMENT OF FINANCIAL POSITION					
	R	R	R	R	
	2008/2009	2009/2010	2010/2011	2011/2012	
NET ASSETS AND LIABILITIES					
NET ASSETS	42 171 091	31 787 097	32 644 298	34 406 852	
Housing Development Fund					
Capital Replacement Reserve					
Capitalisation Reserve	2 804 480	2 875 620	2 946 760	3 017 900	
Government Grant Reserve	10 793 533				
Donations and Public Contribution Reserve					
Insurance Reserve					
Reserves	2 946 760	2 946 760	2 946 760	2 946 760	
Share Capital	315	315	315	315	
Share Premium	7 999 985	7 999 985	7 999 985	7 999 985	
Revaluation Reserve					
Accumulated Surplus/ (Deficit)	17 626 018	17 964 417	18 750 478	20 441 892	
Outside Interest Shareholding					
NON-CURRENT LIABILITIES					
Long-term liabilities	29 628 860	24 945 511	19 615 707	14 285 903	
Deferred Income	29 628 860	24 945 511	19 615 707	14 285 903	
Non- current Provisions					
CURRENT LIABILITIES					
Consumer deposits	8 774 442	11 652 290	11 663 223	14 569 372	
Provisions	133 657	143 726	154 001	164 846	
Creditors	4 525 481	5 594 851	5 596 170	5 597 489	
Unspent conditional grants					
Vat (creditors)		350 692			
Current portion of long-term liabilities	4 115 304	5 563 021	5 913 052	6 263 084	
Bank Overdraft				2 543 953	
TOTAL NET ASSETS and LIABILITIES	80 574 392	68 384 898	63 923 228	63 262 126	
ASSETS					
NON-CURRENT ASSETS					
Property, plant and equipment	44 188 486	44 273 439	44 353 770	44 388 393	
Intangible Assets	151 225	236 178	316 509	351 132	
Investment property	44 037 261	44 037 261	44 037 261	44 037 261	
Shareholders investment					
Investments					
Long-term receivables					
CURRENT ASSETS					
Inventory	14 194 754	12 194 754	10 194 754	8 194 754	
Consumer and other debtors	2 188 628	3 531 981	5 539 063	7 724 600	
Current portion of long-term debtors					
Taxation		101 520	235 818	507 424	
Vat (debtor):	2 446 955	2 446 955	2 446 955	2 446 955	
Investments	12 974 776				
Cash and cash equivalents	4 580 793	5 836 250	1 152 867		
TOTAL ASSETS	80 574 392	68 384 899	63 923 228	63 262 126	

MULTI-YEAR BUDGETED STATEMENT OF FINANCIAL PERFORMANCE					
	2008/09	2009/10	2010/11	2011/12	
	R	R	R	R	
Revenue					
Property Rates					
Property Rates Penalties Imposed & Collection Costs					
Service Charges					
Regional Service Levy - Turnover					
Regional Service Lev - Remuneration					
Rental From Facilities And Equipment	16 757 754	18 433 529	20 070 826	21 855 367	
Interest Earned: Extern Investments	303 013	32 000	34 000	34 000	
Interest Earned - Outstanding Debtors					
Dividends Received					
Fines					
Licences And Permits					
Income from Agency Services					
Housing Sales					
Government Grants and Subsidies	67 440	67 440	67 440	67 440	
Emm Grants & Subsidies	90 589				
Other InCome	46 867	24 500	26 700	28 900	
Public Contributions Donated And Contributed Ppe					
Gains On Disposal Of Ppe					
Recoveries	2 262 068	2 384 599	2 563 193	2 742 197	
Proceeds On Sales		1 997 504	2 000 000	2 000 000	
Total Revenue	19 527 731	22 939 573	24 762 159	26 727 904	
Expenditure					
Employee Related Costs	4 237 377	5 664 739	6 036 121	6 471 338	
Directors' Fees	315 263	350 000	360 000	370 000	
Remuneration of Councilors					
Bad Debt	1 163 068	897 585	923 603	1 031 383	
Collection Costs	1 024 565	1 035 000	1 010 000	1 015 000	
Depreciation	1 136 076	1 154 495	1 157 221	1 159 221	
Repairs & Maintenance	1 213 437	1 348 946	2 071 688	2 269 057	
Interest Paid	3 699 839	3 200 210	2 853 903	2 507 807	
Bulk Purchases/ Municipal Services	2 402 090	2 720 764	2 899 865	3 091 383	
Audit Fees	612 000	710 000	742 500	781 650	
Contracted Services					
Grants And Subsidies	2 787 328	3 106 105	3 375 827	3 630 814	
General Expenses - Other	1 579 387	2 413 330	2 545 371	2 708 838	
Contributions To (Transfers From) Provisions					
Loss on Disposal Of Ppe					
Total Expenditure	20 170 429	22 601 173	23 976 098	25 036 490	
Net Surplus/ (Deficit) For The Year	(642 698)	338 399	786 061	1 691 414	

CASH FLOW STATEMENT				
	2008/09	2009/10	2010/11	2011/12
	R	R	R	R
CASH FLOW FROM OPERATING ACTIVITIES				
Cash receipts from ratepayers, government and other	17 302 246	18 619 311	20 255 343	22 024 513
Cash paid to suppliers and employees	(18 009 788)	(20 411 678)	(21 808 877)	(22 862 269)
Cash generated from/ (utilised in) operations	(707 542)	(1 792 367)	(1 553 534)	(837 755)
Interest received	300 000	32 000	34 000	34 000
Interest paid	(3 151 521)	(3 200 210)	(2 853 903)	(2 507 807)
NET CASH FROM OPERATING ACTIVITIES	(3 559 063)	(4 960 577)	(4 373 437)	(3 311 562)
CASH FLOW FROM INVESTING ACTIVITIES				
Purchase of property, plant and equipment	80 000	130 000	90 000	75 000
Proceeds on disposal of fixed assets		1 997 504	2 000 000	2 000 000
Decreases in non-current receivables				
Increases in investment properties				
Increases in investments				
NET CASH FROM INVESTING ACTIVITIES	80 000	2 127 504	2 090 000	2 075 000
CASH FLOW FROM FINANCING ACTIVITIES				
New loans raised/ (repaid)	(3 616 157)	(5 563 021)	(5 913 052)	(6 263 084)
Increase in consumer deposits				
Decrease in short-term loans				
Shareholders' loans				
NET CASH FROM FINANCING ACTIVITIES	(3 616 157)	(5 563 021)	(5 913 052)	(6 263 084)
TOTAL NET CASH FROM ACTIVITIES	(7 095 220)	(8 396 094)	(8 196 489)	(7 499 646)
NET (INCREASE) IN CASH AND CASH EQUIVALENTS	7 095 220	8 396 094	8 196 489	7 499 646

(ALTERNATIVE) STATEMENT OF CHANGES IN NET ASSETS FOR THE YEAR ENDED 30 JUNE 2009

	Capitalisation Reserve	Government Grant Reserve	Share Capital	Non-Distributable Reserve	Share Premium	Revaluation Reserve	Accumulated Surplus	Total Net Assets
Surplus/(deficit) for the year							(642 698)	(642 698)
Transfer in net Assets in Entities								
Property Plant and Equipment purchased								
Capital Grants used to purchase PPE								
Donated/contributed PPE								
Contributions to Insurance Reserve								
Insurance claims processed								
Shares issued at premium								
Accumulated deficit apportioned to minority shareholding								
NDR apportion to minority shareholders								
Transfer to Housing Development Fund								
Re-alignment of financial years								
Assets disposals								
Offsetting of depreciation								
Movement at 30 June 2009							(642 698)	(642 698)
Balance b/f			315	2 946 760	7 999 985		18 268 716	29 215 776
Balance at 30 June 2009			315	2 946 760	7 999 985		17 626 018	28 573 078

BUDGET AMOUNT: 2009/10								
Departments	Revenue / External Loans	Other National Grants	Other Provincial Grants	Other	MIG	PHB	INEP	Total
CCC's	85 299 721	10 000 000						95 299 721
City Development	3 325 000							3 325 000
City Manager	87 500							87 500
Communications and Marketing	332 500							332 500
Community Safety	104 800 450				29 692 368			134 492 818
Council General	54 200 000							54 200 000
DCM - Corporate Services								
DCM - Operations								
DCM - Strategic Services								
Economic Development	22 772 700							22 772 700
Electricity & Energy	337 942 000	3 000 000			16 000 000			356 942 000
Environmental Development: Environment	9 190 000							9 190 000
Environmental Development: Environmental Health	140 000							140 000
Environmental Development: Parks	50 851 182			3 000 000	20 854 818			74 706 000
Environmental Development: Solid Waste	126 576 100				31 000 000			157 576 100
Environmental Development: Support Services								
Finance	7 977 500							7 977 500
Fleet Management	3 600 000							3 600 000
Health	39 489 800		20 000 000		34 707 000			94 196 800
Housing	214 474 990				151 920 000	2 340 000		368 734 990
Human Resources	472 000							472 000
ICT	155 481 750							155 481 750
Internal Audit	454 500							454 500
IS: RTCW	410 131 929	27 745 000			108 963 814			546 840 743
IS: W and WW	61 925 000				12 600 000			74 525 000
Legal and Administrative Services	8 532 800							8 532 800
Market	2 786 300							2 786 300
Research and Development	204 872							204 872
Political Office	3 014 100							3 014 100
SRAC	37 200 000			1 800 000	40 800 000			79 800 000
2010 Office	127 000 000							127 000 000
TOTAL	1 868 262 694	40 745 000	20 000 000	4 800 000	446 538 000	2 340 000		2 382 685 694

BUDGET AMOUNT: 2010/11								
Departments	Revenue / External Loans	Other National Grants	Other Provincial Grants	Other Grants	MIG	PHB	INEP	Total
CCC's	4 882 900							4 882 900
City Development	3 550 000							3 550 000
City Manager	100 000							100 000
Communications and Marketing	456 000							456 000
Community Safety	57 665 200							57 665 200
Council General								
DCM - Corporate Services								
DCM - Operations								
DCM - Strategic Services								
Economic Development	26 750 000							26 750 000
Electricity & Energy	225 981 600	2 000 000			21 000 000		30 000 000	278 981 600
Environmental Development: Environment	6 486 900							6 486 900
Environmental Development: Environmental Health	130 000							130 000
Environmental Development: Parks	31 422 500				25 000 000			56 422 500
Environmental Development: Solid Waste	146 600 000				32 000 000			178 600 000
Environmental Development: Support Services								
Finance	4 500 000							4 500 000
Fleet Management	9 000 000							9 000 000
Health	45 330 200		59 000 000		43 400 000			147 730 200
Housing	152 317 900				181 810 000			334 127 900
Human Resources	450 000							450 000
ICT	102 889 100							102 889 100
Internal Audit	350 000							350 000
IS: RTCW	244 833 000	32 700 000			193 271 000			470 804 000
IS: W and WW	80 030 000				9 823 000			89 853 000
Legal and Administrative Services	464 100							464 100
Market	2 000 000							2 000 000
Research and Development	50 000							50 000
Political Office	300 000							300 000
SRAC	31 400 000				20 500 000			51 900 000
2010 Office								
TOTAL	1 177 939 400	34 700 000	59 000 000		526 804 000		30 000 000	1 828 443 400

BUDGET AMOUNT: 2011/12								
Departments	Revenue / External Loans	Other National Grants	Other Provincial Grants		MIG	PHB	INEP	Total
CCC's	3 532 900							3 532 900
City Development	2 850 000							2 850 000
City Manager	100 000							100 000
Communications and Marketing	520 000							520 000
Community Safety	55 100 000							55 100 000
Council General								
DCM - Corporate Services								
DCM - Operations								
DCM - Strategic Services								
Economic Development	37 000 000							37 000 000
Electricity & Energy	245 981 600	2 000 000			18 000 000		50 000 000	315 981 600
Environmental Development: Environment	6 486 900							6 486 900
Environmental Development: Environmental Health	130 000							130 000
Environmental Development: Parks	27 000 000				25 000 000			52 000 000
Environmental Development: Solid Waste	171 500 000				49 000 000			220 500 000
Environmental Development: Support Services								
Finance	4 500 000							4 500 000
Fleet Management	9 000 000							9 000 000
Health	49 330 200		32 000 000		500 000			81 830 200
Housing	173 917 900				134 640 000			308 557 900
Human Resources	450 000							450 000
ICT	52 900 000							52 900 000
Internal Audit	350 000							350 000
IS: RTCW	292 506 300	63 500 000			197 973 000			553 979 300
IS: W and WW	121 650 000				9 407 000			131 057 000
Legal and Administrative Services	464 100							464 100
Market	2 000 000							2 000 000
Research and Development	50 000							50 000
Political Office	300 000							300 000
SRAC	31 400 000				17 753 000			49 153 000
2010 Office								
TOTAL	1 289 019 900	65 500 000	32 000 000		452 273 000		50 000 000	1 888 792 900

SUMMARY PER PROJECT TYPE	2009/10	2010/11	2011/12
New Development	740 702 943	402 898 000	561 639 810
Operational Equipment	236 273 534	189 279 400	208 192 090
Service Delivery Backlog	597 174 857	668 963 000	548 632 800
Upgrade of Existing Infrastructure	808 534 360	567 303 000	570 328 200
Totals	2 382 685 694	1 828 443 400	1 888 792 900

Department	Project Name	Is it a committed project? (Yes/No)	Has feasibility study been completed? (Yes/No)	Has the EIA been completed? (Yes/No)	Has Engineering Designs been completed? (Yes/No)	Departmental Construction (Yes/No)	CCC	Ward	Multi-wards	Source of Finance 2009/2010	Budget 2009/2010	Source of Finance 2010/2011	Budget 2010/2011	Source of Finance 2011/2012	Budget 2011/2012	IDP Ref Number
2010 Office	Build an inventory of billboards	No	No	No	No	No	Corporate	All wards		Internal	3 000 000	Internal		Internal		EC-IP-TT-OT
2010 Office	Establish base camps - Facilities Upgrade	No	No	No	No	No	Corporate	All wards		Internal	6 000 000	Internal		Internal		SO-PR-TT-OT
2010 Office	Upgrade street lighting around legacy projects	No	Yes	No	Yes	No	Corporate	All wards		Internal	18 000 000	Internal		Internal		PH-SE-TT-SA
2010 Office	Develop fan park and public viewing sites (pilot)	No	No	No	No	No	Corporate	All wards		Internal	20 000 000	Internal		Internal		SO-PR-TT-OT
2010 Office	Upgrade all roads & non-motorised infrastructure	No	Yes	No	Yes	No	Corporate	All wards		Internal	20 000 000	Internal		Internal		PH-RT-TT-RD
2010 Office	OR Tambo Precinct and surrounding development (2010 projects as Mayoral decision)	No	Yes	No	Yes	No	Benoni	All wards		Internal	60 000 000	Internal		Internal		EC-TP-TT-OT
Council General	Upgrade of EGSC Building	Yes	No	No	No	No	Germiston	36		Internal	2 200 000	Internal		Internal		GG-GG-CC-OP
Council General	R 1m per ward project	No	No	No	No	No	Corporate	All wards		Internal	25 000 000	Internal		Internal		GG-GG-CC-OP
Council General	Germiston Precinct Building	No	No	No	No	No	Germiston	36		Internal	27 000 000	Internal		Internal		GG-GG-CC-OP
CCC's	Vehicles	No	No	No	No	No	Vehicles	Operational Equipment		Internal	200 000	Internal	200 000	Internal		GG-GG-CC-OP
CCC's	Office Furniture	No	No	No	No	No	Furniture	Operational Equipment		Internal	600 700	Internal	1 500 000	Internal	350 000	GG-GG-CC-OP
CCC's	ICT Equipment	No	No	No	No	No	ICT Equipment	Operational Equipment		Internal	1 124 680	Internal	1 182 900	Internal	1 182 900	GG-GG-CC-OP
CCC's	Etwatwa New Building	Yes	Yes	No	Yes	No	Etwatwa	66		Internal	1 962 233	Internal		Internal		GG-GG-CC-OP
CCC's	Vosloorus Building Upgrade	Yes	Yes	No	Yes	No	Vosloorus	44		Internal	2 477 986	Internal		Internal		GG-GG-CC-OP
CCC's	Springs Building Upgrade	Yes	Yes	No	Yes	No	Springs	76		Internal	3 036 520	Internal		Internal		GG-GG-CC-OP
CCC's	Duduza Building Upgrade	Yes	Yes	No	Yes	No	Duduza	87		Internal	3 100 453	Internal		Internal		GG-GG-CC-OP
CCC's	Nigel Building Upgrade	Yes	Yes	No	Yes	No	Nigel	88		Internal	3 926 262	Internal		Internal		GG-GG-CC-OP
CCC's	Daveyton Building Upgrade	Yes	Yes	No	Yes	No	Daveyton	70		Internal	4 338 570	Internal		Internal		GG-GG-CC-OP
CCC's	Katlehong Building Upgrade	Yes	Yes	No	Yes	No	Katlehong	40		Internal	5 617 367	Internal		Internal		GG-GG-CC-OP
CCC's	Tembisa Building Upgrade	Yes	Yes	No	Yes	No	Tembisa	6		Internal	6 409 136	Internal		Internal		GG-GG-CC-OP

Department	Project Name	Is it a committed project? (Yes/No)	Has feasibility study been completed? (Yes/No)	Has the EIA been completed? (Yes/No)	Has Engineering Designs been completed? (Yes/No)	Departmental Construction (Yes/No)	CCC	Ward	Multi-wards	Source of Finance 2009/2010	Budget 2009/2010	Source of Finance 2010/2011	Budget 2010/2011	Source of Finance 2011/2012	Budget 2011/2012	IDP Ref Number
CCC's	Katlehong 2 New Building	Yes	Yes	No	Yes	No	Katlehong 2	60		Internal	8 895 635	Internal		Internal		GG-GG-CC-OP
CCC's	Tsakane New Building/Extension	Yes	Yes	No	Yes	No	Tsakane	82		Internal	9 475 369	Internal		Internal		GG-GG-CC-OP
CCC's	Etwatwa New Building (NDPG)	Yes	Yes	No	Yes	No	Etwatwa	66		Other National Grants	10 000 000	Internal		Internal		GG-GG-CC-OP
CCC's	Tembisa 2/ Winnie Mandela New Building	Yes	Yes	No	Yes	No	Tembisa 2	3		Internal	11 037 700	Internal		Internal		GG-GG-CC-OP
CCC's	Thokosa New Building	Yes	Yes	No	Yes	No	Thokoza	56		Internal	11 491 309	Internal		Internal		GG-GG-CC-OP
CCC's	Kwa Thema New Building/Extension	Yes	Yes	No	Yes	No	Kwa-Thema	78		Internal	11 605 801	Internal		Internal		GG-GG-CC-OP
CCC's	EMM Call Center	No	No	No	No	No	Corporate	All wards		Internal		Internal	2 000 000	Internal	2 000 000	GG-GG-CC-OP
City Development	Implementation Development Studies	No	No	No	No	No	Corporate	All wards		Internal		Internal	500 000	Internal	500 000	PH-SP-CD-PV
City Development	Other Equipment	No	No	No	No	No	Other Equipment	Operational Equipment		Internal	50 000	Internal	50 000	Internal	50 000	GG-GG-CD-OP
City Development	Specialized Equipment	No	No	No	No	No	Specialized Equipment	Operational Equipment		Internal	300 000	Internal	300 000	Internal	400 000	GG-GG-CD-OP
City Development	Office Furniture	No	No	No	No	No	Furniture	Operational Equipment		Internal	375 000	Internal	500 000	Internal	500 000	GG-GG-CD-OP
City Development	Vehicles	No	No	No	No	No	Vehicles	Operational Equipment		Internal	600 000	Internal	200 000	Internal	400 000	GG-GG-CD-OP
City Development	Develop Meyersdal Conservation Area	No	Yes	No	No	No	Alberton	Multi wards	37,38	Internal	1 000 000	Internal	1 000 000	Internal		PH-SP-CD-PV
City Development	ICT Equipment	No	No	No	No	No	ICT Equipment	Operational Equipment		Internal	1 000 000	Internal	1 000 000	Internal	1 000 000	GG-GG-CD-OP
City Manager	Office Furniture	No	No	No	No	No	Furniture	Operational Equipment		Internal	37 500	Internal	50 000	Internal	50 000	GG-GG-CM-OP
City Manager	ICT Equipment	No	No	No	No	No	ICT Equipment	Operational Equipment		Internal	50 000	Internal	50 000	Internal	50 000	GG-GG-CM-OP
Communications and Marketing	Office Furniture	No	No	No	No	No	Furniture	Operational Equipment		Internal	52 500	Internal	80 000	Internal	100 000	GG-GG-CO-OP
Communications and Marketing	Other Equipment	No	No	No	No	No	Other Equipment	Operational Equipment		Internal	130 000	Internal	206 000	Internal	220 000	GG-GG-CO-OP
Communications and Marketing	ICT Equipment	No	No	No	No	No	ICT Equipment	Operational Equipment		Internal	150 000	Internal	170 000	Internal	200 000	GG-GG-CO-OP
Community Safety	Office Furniture: (DMC)	No	No	No	No	No	Furniture	Operational Equipment		Internal		Internal		Internal	200 000	GG-GG-CS-OP

Department	Project Name	Is it a committed project? (Yes/No)	Has feasibility study been completed? (Yes/No)	Has the EIA been completed? (Yes/No)	Has Engineering Designs been completed? (Yes/No)	Departmental Construction (Yes/No)	CCC	Ward	Multi-wards	Source of Finance 2009/2010	Budget 2009/2010	Source of Finance 2010/2011	Budget 2010/2011	Source of Finance 2011/2012	Budget 2011/2012	IDP Ref Number
Community Safety	ICT Equipment (DMC)	No	No	No	No	No	ICT Equipment	Operational Equipment		Internal	64 800	Internal	200 000	Internal	500 000	GG-GG-CS-OP
Community Safety	ICT Equipment (LIC)	No	No	No	No	No	ICT Equipment	Operational Equipment		Internal	100 000	Internal	100 000	Internal		GG-GG-CS-OP
Community Safety	ICT Equipment (Support Services)	No	No	No	No	No	ICT Equipment	Operational Equipment		Internal	100 000	Internal	120 000	Internal		GG-GG-CS-OP
Community Safety	Other Equipment (DMC)	No	No	No	No	No	Other Equipment	Operational Equipment		Internal	100 000	Internal		Internal	200 000	GG-GG-CS-OP
Community Safety	Radio Migration	Yes	No	No	No	No	Corporate	All wards		Internal	100 000	Internal		Internal		SO-SS-CS-SA
Community Safety	Specialized Equipment (SS)	No	No	No	No	No	Specialized Equipment	Operational Equipment		Internal	100 000	Internal	200 000	Internal		SO-SS-CS-SA
Community Safety	Other Equipment Support Services)	No	No	No	No	No	Other Equipment	Operational Equipment		Internal	150 000	Internal	150 000	Internal		GG-GG-CS-OP
Community Safety	ICT Equipment (EMS)	No	No	No	No	No	ICT Equipment	Operational Equipment		Internal	200 000	Internal	100 000	Internal	300 000	GG-GG-CS-OP
Community Safety	Vehicles SS	No	No	No	No	No	Vehicles	Operational Equipment		Internal	200 000	Internal	200 000	Internal		GG-GG-CS-SA
Community Safety	Office Furniture (EMS)	No	No	No	No	No	Furniture	Operational Equipment		Internal		Internal		Internal	400 000	GG-GG-CS-OP
Community Safety	Satellite Coms & Tracking	Yes	No	No	No	Yes	Corporate	All wards		Internal	300 000	Internal		Internal		SO-SS-CS-SA
Community Safety	Vehicles (DMC)	No	No	No	No	No	Vehicles	Operational Equipment		Internal	300 000	Internal		Internal		GG-GG-CS-SA
Community Safety	Other Equipment (EMS)	No	No	No	No	No	Other Equipment	Operational Equipment		Internal	350 000	Internal	350 000	Internal	400 000	GG-GG-CS-OP
Community Safety	Other Equipment (LIC)	No	No	No	No	No	Other Equipment	Operational Equipment		Internal	400 000	Internal	400 000	Internal		GG-GG-CS-OP
Community Safety	Vehicles (Licensing)	No	No	No	No	No	Vehicles	Operational Equipment		Internal	400 000	Internal	400 000	Internal		SO-SS-CS-SA
Community Safety	Cons Fire Station/House Daveyton	Yes	Yes	No	No	No	Daveyton	71		MIG	400 000	Internal		Internal		SO-SS-CS-SA
Community Safety	Cons Fire Station/House Etwatwa	Yes	Yes	No	No	No	Etwatwa	66		MIG	400 000	Internal		Internal		SO-SS-CS-SA
Community Safety	Specialized Equipment (Licensing)	No	No	No	No	No	Specialized Equipment	Operational Equipment		Internal	470 000	Internal	1 000 000	Internal		SO-SS-CS-SA
Community Safety	Radio Integration	Yes	No	No	No	Yes	Corporate	All wards		Internal	500 000	Internal	300 000	Internal		SO-SS-CS-SA
Community Safety	Construction Regional Training Centre	Yes	Yes	No	No	No	Germiston	41		Internal	500 000	Internal		Internal		SO-SS-CS-SA

Department	Project Name	Is it a committed project? (Yes/No)	Has feasibility study been completed? (Yes/No)	Has the EIA been completed? (Yes/No)	Has Engineering Designs been completed? (Yes/No)	Departmental Construction (Yes/No)	CCC	Ward	Multi-wards	Source of Finance 2009/2010	Budget 2009/2010	Source of Finance 2010/2011	Budget 2010/2011	Source of Finance 2011/2012	Budget 2011/2012	IDP Ref Number
Community Safety	Specialized Equipment (DMC)	No	No	No	No	Yes	Specialized Equipment	Operational Equipment		Internal	750 000	Internal	1 000 000	Internal		SO-SS-CS-SA
Community Safety	Upgrade All Repeater Sites	Yes	No	No	No	No	Corporate	All wards		Internal	800 000	Internal		Internal		SO-SS-CS-SA
Community Safety	Refurbish All Metro Licensing Offices	No	Yes	No	No	Yes	Corporate	All wards		Internal	1 000 000	Internal	1 000 000	Internal	1 000 000	SO-SS-CS-SA
Community Safety	Establish/Amalgamation of Call Taking and Dispatching Centers	No	No	No	No	No	Edenvale	20		Internal	1 000 000	Internal		Internal		SO-SS-CS-SA
Community Safety	DM Satellite Offices Tembisa	Yes	Yes	No	Yes	No	Tembisa	6		Internal	1 066 666	Internal		Internal		SO-SS-CS-SA
Community Safety	DM Satellite Offices Tsakane	Yes	Yes	No	Yes	No	Tsakane	82		Internal	1 066 667	Internal		Internal		SO-SS-CS-SA
Community Safety	DM Satellite Offices Katlehong 2	Yes	Yes	No	Yes	No	Katlehong 2	60		Internal	1 066 667	Internal		Internal		SO-SS-CS-SA
Community Safety	Specialized Equipment (ES)	No	No	No	No	No	Specialized Equipment	Operational Equipment		Internal	1 100 000	Internal	1 400 000	Internal	1 600 000	SO-SS-CS-SA
Community Safety	Vehicles (ES)	No	No	No	No	No	Vehicles	Operational Equipment		Internal	1 400 000	Internal	1 800 000	Internal	2 000 000	SO-SS-CS-SA
Community Safety	Const Fire Station/House Duduza	No	Yes	No	No	Yes	Duduza	87		Internal	1 500 000	Internal		Internal		SO-SS-CS-SA
Community Safety	Const Fire Station/House Zonkezizwe	No	Yes	No	No	Yes	Katlehong 2	62		Internal	1 500 000	Internal		Internal		SO-SS-CS-SA
Community Safety	Const Fire Station/House Kwa-Thema	No	Yes	No	No	Yes	Kwa-Thema	77		Internal	1 500 000	Internal		Internal		SO-SS-CS-SA
Community Safety	Prov for Security Systems at MVRA/DLTC	No	Yes	No	No	No	Corporate	All wards		Internal	1 500 500	Internal		Internal		SO-SS-CS-SA
Community Safety	Refurb of All Metro Fire Stations/House	No	Yes	No	No	Yes	Corporate	All wards		Internal	2 200 000	Internal	1 200 000	Internal	2 000 000	SO-SS-CS-SA
Community Safety	Establishment DMC Regional Office	Yes	No	No	No	No	Kempton Park	17		Internal	3 000 000	Internal		Internal		SO-SS-CS-SA
Community Safety	Const Fire Station/House Tsakane	No	Yes	No	No	Yes	Tsakane	82		Internal	3 300 000	Internal		Internal		SO-SS-CS-SA
Community Safety	Establish MVRA/DLTC Katlehong	Yes	Yes	No	No	No	Katlehong	55		Internal	5 076 000	Internal		Internal		SO-SS-CS-SA
Community Safety	Establish DLTC Nigel	Yes	Yes	No	No	Yes	Nigel	88		Internal	6 500 000	Internal	3 000 000	Internal		SO-SS-CS-SA
Community Safety	Establish DLTC Benoni	Yes	Yes	No	YES	Yes	Benoni	28		Internal	7 173 200	Internal	5 000 000	Internal		SO-SS-CS-SA
Community Safety	Const Fire Station/House Duduza	Yes	Yes	No	No	No	Duduza	87		MIG	7 196 184	Internal		MIG		GG-GG-CS-OP

Department	Project Name	Is it a committed project? (Yes/No)	Has feasibility study been completed? (Yes/No)	Has the EIA been completed? (Yes/No)	Has Engineering Designs been completed? (Yes/No)	Departmental Construction (Yes/No)	CCC	Ward	Multi-wards	Source of Finance 2009/2010	Budget 2009/2010	Source of Finance 2010/2011	Budget 2010/2011	Source of Finance 2011/2012	Budget 2011/2012	IDP Ref Number
Community Safety	Establish MVRA Kempton Park	Yes	Yes	No	No	Yes	Kempton Park	17		Internal	8 000 000	Internal	4 300 000	Internal	5 000 000	SO-SS-CS-SA
Community Safety	Const Fire Station/House Tsakane	Yes	Yes	No	Yes	No	Tsakane	82		MIG	9 696 184	MIG		MIG		GG-GG-CS-OP
Community Safety	Specialized Vehicles (ES)	No	No	No	No	No	Specialized Vehicles	Operational Equipment		Internal	14 805 000	Internal	15 000 000	Internal	15 000 000	SO-SS-CS-SA
Community Safety	Office Furniture	No	No	No	No	No	Furniture	Operational Equipment		Internal		Internal	40 000	Internal		GG-GG-CS-OP
Community Safety	Office Furniture Support Services)	No	No	No	No	No	Furniture	Operational Equipment		Internal		Internal	30 000	Internal		GG-GG-CS-OP
Community Safety	Construction ES Training Academy	No	No	No	No	No	Nigel	88		Internal		Internal		Internal	1 000 000	GG-GG-CS-OP
Economic Development	Other Equipment	No	No	No	No	No	Other Equipment	Operational Equipment		Internal	150 000	Internal	100 000	Internal	100 000	GG-GG-ED-OP
Economic Development	Other Equipment (Tourism)	No	No	No	No	No	Other Equipment	Operational Equipment		Internal	150 000	Internal	100 000	Internal	100 000	GG-GG-ED-OP
Economic Development	Office Furniture	No	No	No	No	No	Furniture	Operational Equipment		Internal	300 000	Internal	100 000	Internal	100 000	GG-GG-ED-OP
Economic Development	Office Furniture (Tourism)	No	No	No	No	No	Furniture	Operational Equipment		Internal		Internal	100 000	Internal	100 000	GG-GG-ED-OP
Economic Development	Tourism Route Development	No	Yes	No	No	No	Corporate	All wards		Internal	2 672 700	Internal		Internal		EC-TP-ED-OT
Economic Development	Upgrade to Economic Infrastructure	Yes	Yes	No	No	Yes	Corporate	All wards		Internal	3 000 000	Internal	15 750 000	Internal	26 500 000	EC-ET-ED-PV
Economic Development	Industrial Hives & Other Job Creation Initiatives	Yes	Yes	No	No	Yes	Corporate	All wards		Internal	16 500 000	Internal	7 500 000	Internal	7 500 000	EC-ET-ED-PV
Economic Development	SATEC: Automotive Incubation	No	No	No	No	No	Corporate	Operational Equipment		Internal		Internal	2 000 000	Internal	2 000 000	GG-GG-ED-OP
Economic Development	ICT Equipment	No	No	No	No	No	ICT Equipment	Operational Equipment		Internal		Internal	100 000	Internal	100 000	GG-GG-ED-OP
Economic Development	Ekurhuleni Business Place	No	No	No	No	No	Corporate	All wards		Internal		Internal	1 000 000	Internal	500 000	EC-ET-ED-PV
Electricity & Energy	Truida-Bodmin-Eiger - 33kV Cable Supply	No	No	No	No	Yes	Thokoza	Multi wards	39, 38, 37, 53, 52, 58, 56, 57	Internal		Internal		Internal	500 000	PH-SE-EL-OT
Electricity & Energy	Additional Mini S/stations (Alberton)	No	No	No	No	Yes	Thokoza	Multi wards	39, 38, 37, 53, 52, 58, 56, 57	Internal		Internal		Internal	800 000	PH-SE-EL-OT
Electricity & Energy	Expansion of 6,6kV Distribution System	No	No	No	No	Yes	Thokoza	Multi wards	39, 38, 37, 53, 52, 58, 56, 57	Internal		Internal		Internal	1 000 000	PH-SE-EL-OT
Electricity & Energy	Replacement of obsolete meters	No	No	No	No	No	Thokoza	Multi wards	39, 38, 37, 53, 52, 58, 56, 57	Internal		Internal		Internal	500 000	PH-SE-EL-OT

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Electricity & Energy	Upgrade Protection at 33kV Subs	No	No	No	No	No	Thokoza	Multi wards	39, 38, 37, 53, 52, 58, 56, 57	Internal		Internal		Internal	220 000	PH-SE-EL-OT
Electricity & Energy	Upgrade 32v/110v Tripping Units at 33kV Subs	No	No	No	No	No	Thokoza	Multi wards	39, 38, 37, 53, 52, 58, 56, 57	Internal		Internal		Internal	300 000	PH-SE-EL-OT
Electricity & Energy	Replacing of CDG36 Relay's at 6.6kV Subs	No	No	No	No	No	Thokoza	Multi wards	39, 38, 37, 53, 52, 58, 56, 57	Internal		Internal		Internal	150 000	PH-SE-EL-OT
Electricity & Energy	Redundant & Upgrade Streetlights Thokoza / Alberton	No	No	No	No	No	Thokoza	Multi wards	39, 38, 37, 53, 52, 58, 56, 57	Internal		MIG	500 000	MIG	200 000	PH-SE-EL-OT
Electricity & Energy	Bodmin (Padstow) - New 33/6.6kV 2x30MVA Sub	No	No	No	No	Yes	Alberton	38		Internal		Internal		Internal	500 000	PH-SE-EL-OT
Electricity & Energy	De Waal (Brac) - New 33/6.6kV 2x20MVA Sub	No	No	No	No	Yes	Alberton	38		Internal		Internal		Internal	500 000	PH-SE-EL-OT
Electricity & Energy	De Waal (Brac) - Cable Supply	No	No	No	No	Yes	Alberton	38		Internal		Internal		Internal	500 000	PH-SE-EL-OT
Electricity & Energy	Upgrade Security cameras Electrical workshop	No	No	No	No	No	Alberton	38		Internal		Internal		Internal	100 000	PH-SE-EL-OT
Electricity & Energy	Waterval (Albertsdal) - New 88/11kV 3x20MVA	No	No	No	No	Yes	Thokoza	53		Internal		Internal		Internal	500 000	PH-SE-EL-OT
Electricity & Energy	High Mast Lighting Alrode (2 masts)	No	No	No	No	No	Alberton	53		Internal		MIG	500 000	MIG		PH-SE-EL-OT
Electricity & Energy	Install Arc Protection MV Switchgear	No	No	No	No	No	Benoni	Multi wards	23, 24, 25, 27, 28, 29, 30, 73	Internal		Internal		Internal	500 000	PH-SE-EL-OT
Electricity & Energy	New Great North Streetlights	No	No	No	No	No	Benoni	Multi wards	23, 24, 27, 28	Internal		Internal	300 000	Internal	400 000	PH-SE-EL-OT
Electricity & Energy	Upgrade Streetlight Fittings	No	No	No	No	Yes	Benoni	Multi wards	23, 24, 27, 28	Internal		Internal	300 000	Internal	500 000	PH-SE-EL-OT
Electricity & Energy	Rectification Comply - NRS 047	No	No	No	No	Yes	Benoni	Multi wards	23, 25, 27, 28, 29, 30, 73	Internal		Internal	250 000	Internal	250 000	PH-SE-EL-OT
Electricity & Energy	Upgrade batteries 11kv s/s (Benoni)	No	No	No	No	No	Benoni	Multi wards	24, 25, 26, 27, 28, 29	Internal		Internal	100 000	Internal	100 000	PH-SE-EL-OT
Electricity & Energy	Protection Upgrade 132/33kV Lines	No	No	No	No	No	Daveyton	Multi wards	71, 73	Internal		Internal	250 000	Internal	300 000	PH-SE-EL-OT
Electricity & Energy	Upgrade Northmead Streetlights	No	No	No	No	No	Benoni	27		Internal		Internal	300 000	Internal	600 000	PH-SE-EL-OT
Electricity & Energy	Reinforce LV OH Lines Westdene	No	No	No	No	No	Benoni	28		Internal		Internal	750 000	Internal	750 000	PH-SE-EL-OT
Electricity & Energy	Replace pilot cables on Primary 132 kV Network Pilot cables	No	No	No	No	No	Benoni	24		Internal		Internal	400 000	Internal	400 000	PH-SE-EL-OT
Electricity & Energy	Additional 20 MVA transformer in Benoni, Benburg Zone Rural networks	No	No	No	No	No	Benoni	24		Internal		Internal	5 500 000	Internal		PH-SE-EL-OT

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Electricity & Energy	Upgrade MV Cables - Rynfield A/H	No	No	No	No	No	Benoni	24		Internal		Internal	800 000	Internal	500 000	PH-SE-EL-OT
Electricity & Energy	Streetlighting Northmead	No	No	No	No	No	Benoni	27		Internal		Internal	500 000	Internal		PH-SE-EL-OT
Electricity & Energy	Upgrade LV Networks Northmead	No	No	No	No	No	Benoni	27		Internal		Internal	600 000	Internal	750 000	PH-SE-EL-OT
Electricity & Energy	Upgrade transformers in Benoni Town CBD Area	No	No	No	No	No	Benoni	28		Internal		Internal	500 000	Internal	500 000	PH-SE-EL-OT
Electricity & Energy	Street Lighting - Tugela Street Glen Marais	No	No	No	No	Yes	Benoni	24		Internal		Internal	150 000	Internal		PH-SE-EL-OT
Electricity & Energy	Telecontrol Expansion	No	No	No	No	No	Corporate	All wards		Internal		Internal	150 000	Internal	180 000	PH-SE-EL-OT
Electricity & Energy	Main Reef (Witfield) - Build 132/11kV 2x30MVA sub	No	No	No	No	Yes	Boksburg	22		Internal		Internal		Internal	500 000	PH-SE-EL-OT
Electricity & Energy	Witfield - Install 40MVA trf no 3	No	No	No	No	Yes	Boksburg	22		Internal		Internal		Internal	500 000	PH-SE-EL-OT
Electricity & Energy	Extensions 11kV Networks (Boksburg)	No	No	No	No	Yes	Boksburg	22		Internal		Internal	300 000	Internal		PH-SE-EL-OT
Electricity & Energy	Upgrade for Electrical Workshops/Offices Boksburg	No	No	No	No	No	Boksburg	32		Internal		Internal		Internal	1 000 000	PH-SE-EL-OT
Electricity & Energy	Al Fortman (Finaalspan) - Add 20MVA trf no 3	No	No	No	No	Yes	Boksburg	32		Internal		Internal		Internal	500 000	PH-SE-EL-OT
Electricity & Energy	Protective structures (Tsakane)	No	No	No	No	No	Tsakane	Multi wards	31, 73, 74, 75, 79, 81, 82	Internal		Internal	1 500 000	Internal	1 000 000	PH-SE-EL-OT
Electricity & Energy	Medium Voltage Network Protection	No	No	No	No	No	Tsakane	Multi wards	31, 73, 74, 77, 78, 79, 81, 82	Internal		Internal	200 000	Internal	200 000	PH-SE-EL-OT
Electricity & Energy	Vulcania 33kV to Brakpan Central - Install Supply Cable No.3	No	No	No	No	Yes	Brakpan	Multi wards	74, 75	Internal		Internal		Internal	500 000	PH-SE-EL-OT
Electricity & Energy	Kwa Thema - Upgrade 2x25MVA to 2x40MVA	No	No	No	No	Yes	Kwa-Thema	Multi wards	77, 78, 80	Internal		Internal		Internal	500 000	PH-SE-EL-OT
Electricity & Energy	Kwa Thema sub A - Second trf and line	No	No	No	No	Yes	Kwa-Thema	Multi wards	77, 78, 80	Internal		Internal		Internal	500 000	PH-SE-EL-OT
Electricity & Energy	Langaville - Build 88/11kV 3x20MVA sub	No	No	No	No	Yes	Kwa-Thema	Multi wards	78, 79, 80, 81	Internal		Internal		Internal	500 000	PH-SE-EL-OT
Electricity & Energy	Dalpark 13 - Upgrade sw/stn to 88/11kV 2x20MVA	No	No	No	No	Yes	Tsakane	31		Internal		Internal		Internal	500 000	PH-SE-EL-OT
Electricity & Energy	Dalview - Convert 6.6kV network to 11kV	No	No	No	No	Yes	Brakpan	74		Internal		Internal		Internal	500 000	PH-SE-EL-OT
Electricity & Energy	Upgrade supply - Minnebron substation	No	No	No	No	No	Brakpan	74		Internal		Internal	2 000 000	Internal	1 500 000	PH-SE-EL-OT

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Electricity & Energy	Compilation of Master Plan for EMM Electricity	No	No	No	No	No	Corporate	All wards	1-88	Internal		Internal		Internal	500 000	PH-SE-EL-OT
Electricity & Energy	Establishment of Central Control Centre	No	No	No	No	No	Corporate	All wards		Internal		Internal	5 000 000	Internal	20 000 000	PH-SE-EL-OT
Electricity & Energy	2 x 800kVA Mobile Generators	No	No	No	No	No	Specialized Equipment	Operational Equipment		Internal		Internal		Internal	500 000	GG-GG-EL-OP
Electricity & Energy	Container substations urgently required	No	No	No	No	No	Corporate	All wards		Internal		Internal	4 000 000	Internal	4 000 000	PH-SE-EL-OT
Electricity & Energy	Refurb of LV Overhead Lines (Streetlights)	No	No	No	No	No	Daveyton	68		Internal		Internal	1 000 000	Internal	1 000 000	PH-SE-EL-OT
Electricity & Energy	streetlighting - Edenvale	No	No	No	No	Yes	Edenvale	Multi wards	18,19	Internal		Internal	30 000	Internal	30 000	PH-SE-EL-OT
Electricity & Energy	MIG-Street Lights Edenvale Tembisa	No	No	No	No	No	Tembisa	Multi wards	10 11 12 13 18 19	Internal		MIG	1 000 000	MIG	400 000	PH-SE-EL-OT
Electricity & Energy	Chloorkop Central - New 132/11kV 2x20MVA Sub	No	No	No	No	Yes	Edenvale	Multi wards	12, 13	Internal		Internal		Internal	500 000	PH-SE-EL-OT
Electricity & Energy	Glendower (Town) - Build 3x20MVA Substation	No	No	No	No	Yes	Edenvale	Multi wards	18, 19	Internal		Internal		Internal	500 000	PH-SE-EL-OT
Electricity & Energy	Upgrade Protection Relays (Edenvale)	No	Yes	No	No	No	Edenvale	Multi wards	18, 19	Internal		Internal		Internal	300 000	PH-SE-EL-OT
Electricity & Energy	Replace Load Control (AF) Relays (Edenvale)	No	Yes	No	No	Yes	Edenvale	Multi wards	18,19	Internal		Internal		Internal	900 000	PH-SE-EL-OT
Electricity & Energy	Electrical Infrastructure, Bedfordview	No	No	No	No	No	Edenvale	20		Internal		Internal	8 000 000	Internal		PH-SE-EL-OT
Electricity & Energy	Replace and re-route supply cable, Sharon Park mini substation and T3 unit, Nigel	No	No	No	No	No	Etwatwa	67		Internal		Internal	2 770 000	Internal		PH-SE-EL-OT
Electricity & Energy	Upgrade Various Subs Protection Relays	No	No	No	No	No	Germiston	36		Internal		Internal	500 000	Internal	600 000	PH-SE-EL-OT
Electricity & Energy	33 kV cable Tech College to Sunnyridge - 33 kV Subs	No	No	No	No	No	Germiston	36		Internal		Internal	8 500 000	Internal		PH-SE-EL-OT
Electricity & Energy	All intake substations need to be checked, upgraded and refurbished where necessary	No	No	No	No	No	Germiston	Multi wards	17, 18, 21, 35, 36, 39, 40, 41, 58, 61, 62	Internal		Internal	4 000 000	Internal		PH-SE-EL-OT
Electricity & Energy	Substation, Security and Alarms	No	No	No	No	Yes	Corporate	Multi wards	17, 18, 20, 21, 35, 36, 39, 40, 41, 42, 48, 50, 51, 52, 54, 55, 58, 59, 60, 61, 62, 63	Internal		Internal	300 000	Internal	350 000	PH-SE-EL-OT

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Electricity & Energy	Upgrade networks (Germiston)	No	No	No	No	Yes	Corporate	Multi wards	17, 18, 20, 21, 35, 36, 39, 40, 41, 42, 48, 50, 51, 52, 54, 55, 58, 59, 60, 61, 62, 63	Internal		Internal	600 000	Internal	700 000	PH-SE-EL-OT
Electricity & Energy	Fibre network (SCADA 7 Cable Diff)	No	No	No	No	No	Corporate	Multi wards	17, 18, 20, 21, 35, 36, 39, 40, 41, 42, 48, 50, 51, 52, 54, 55, 58, 59, 60, 61, 62, 63	Internal		Internal	250 000	Internal	300 000	PH-SE-EL-OT
Electricity & Energy	Upgrade L.V. cables (Germiston)	No	No	No	No	Yes	Germiston	Multi wards	17, 21, 35, 36	Internal		Internal	300 000	Internal	400 000	PH-SE-EL-OT
Electricity & Energy	Replace electrical boxes with protective structures, Boksburg.	No	No	No	No	No	Vosloorus	Multi wards	43, 44, 45, 46, 47, 64	Internal		Internal	1 000 000	Internal	500 000	PH-SE-EL-OT
Electricity & Energy	33 kV cable Elsburg to Chapman - 33 kV Subs	No	No	No	No	No	Germiston	36		Internal		Internal	3 000 000	Internal		PH-SE-EL-OT
Electricity & Energy	Upgrade substation - Tech College Sub	No	No	No	No	No	Germiston	36		Internal		Internal	7 000 000	Internal		PH-SE-EL-OT
Electricity & Energy	Consol Glass - Rebuild on 132/33/6.6kV 2x30MVA	No	No	No	No	Yes	Germiston	36		Internal		Internal		Internal	500 000	PH-SE-EL-OT
Electricity & Energy	Consol Glass - McKechnie - 132kV Cable & feeder bays	No	No	No	No	Yes	Germiston	36		Internal		Internal		Internal	500 000	PH-SE-EL-OT
Electricity & Energy	Elsburg Rd - Install 15MVA 33/11kV	No	No	No	No	Yes	Germiston	36		Internal		Internal		Internal	500 000	PH-SE-EL-OT
Electricity & Energy	G/North - Pine Ave - Marlands - 33kV Cable Supply reinforcement	No	No	No	No	Yes	Germiston	36		Internal		Internal		Internal	500 000	PH-SE-EL-OT
Electricity & Energy	Sunnyside - Pine Ave - Replace 33kV cable	No	No	No	No	Yes	Germiston	36		Internal		Internal		Internal	500 000	PH-SE-EL-OT
Electricity & Energy	Tech College - James Bright - Replace Cable	No	No	No	No	Yes	Germiston	36		Internal		Internal		Internal	500 000	PH-SE-EL-OT
Electricity & Energy	Tech College - Wychwood - New 33kV cable, old one unuseable	No	No	No	No	Yes	Germiston	36		Internal		Internal		Internal	500 000	PH-SE-EL-OT
Electricity & Energy	James Bright - Replace 10+15 with 2x30MVA	No	No	No	No	Yes	Germiston	36		Internal		Internal		Internal	500 000	PH-SE-EL-OT
Electricity & Energy	Wychwood - Install 15MVA trf no 3	No	No	No	No	Yes	Germiston	36		Internal		Internal		Internal	500 000	PH-SE-EL-OT
Electricity & Energy	Atom Road - Almebarle - 132kV supply Cable 1000mm Cu	No	No	No	No	Yes	Germiston	39		Internal		Internal		Internal	500 000	PH-SE-EL-OT
Electricity & Energy	Atom Road - Add 15MVA trf no 3	No	No	No	No	Yes	Germiston	39		Internal		Internal		Internal	500 000	PH-SE-EL-OT

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Electricity & Energy	Switching problematic - Phumula sub	No	No	No	No	No	Germiston	41		Internal		Internal	350 000	Internal		PH-SE-EL-OT
Electricity & Energy	Requires additional 33 kV incomer - Calcium Road Sub	No	No	No	No	No	Germiston	41		Internal		Internal	300 000	Internal		PH-SE-EL-OT
Electricity & Energy	Calcuim - Install 33/11kV 15MVA	No	No	No	No	Yes	Germiston	41		Internal		Internal		Internal	500 000	PH-SE-EL-OT
Electricity & Energy	Calcuim - Install 33/6.6kV 15MVA trf no 3	No	No	No	No	Yes	Germiston	41		Internal		Internal		Internal	500 000	PH-SE-EL-OT
Electricity & Energy	Calcuim - Add 33kV Feeder (2 on 1)	No	No	No	No	Yes	Germiston	41		Internal		Internal		Internal	500 000	PH-SE-EL-OT
Electricity & Energy	Niemann Rd - Add 15MVA erf no 3	No	No	No	No	Yes	Germiston	41		Internal		Internal		Internal	500 000	PH-SE-EL-OT
Electricity & Energy	Upgrade 66kV Ring Protection (Kempton)	No	No	No	No	No	Kempton Park	Multi wards	13 14 15 16 17 24	Internal		Internal		Internal	400 000	PH-SE-EL-OT
Electricity & Energy	Replace Tripping Batteries (Kempton)	No	No	No	No	No	Kempton Park	Multi wards	13 14 15 16 17 24	Internal		Internal		Internal	250 000	PH-SE-EL-OT
Electricity & Energy	Upgrade Main substations 11kV protection	No	No	No	No	Yes	Kempton Park	Multi wards	13 14 15 16 17 24	Internal		Internal		Internal	600 000	PH-SE-EL-OT
Electricity & Energy	Sub Supervisory Upgrade SCADA	No	No	No	No	No	Kempton Park	Multi wards	13 14 15 16 17 24	Internal		Internal		Internal	1 000 000	PH-SE-EL-OT
Electricity & Energy	Installation of Fibre cable (Replacement of pilots)	No	No	No	No	No	Kempton Park	Multi wards	13 14 15 16 17 24	Internal		Internal		Internal	600 000	PH-SE-EL-OT
Electricity & Energy	Main Supply Transformer Protection	No	No	No	No	Yes	Kempton Park	Multi wards	15,16	Internal		Internal		Internal	160 000	PH-SE-EL-OT
Electricity & Energy	MV/LV Cable and Equipment Strengthening (Network Extensions)	No	Yes	No	No	Yes	Edenvale	Multi wards	18,19	Internal		Internal		Internal	1 000 000	PH-SE-EL-OT
Electricity & Energy	Kempton Park substations upgrade	No	Yes	No	No	Yes	Kempton Park	Multi wards	23,24	Internal		Internal	3 000 000	Internal		PH-SE-EL-OT
Electricity & Energy	New street lights various roads in Pomona, Bredell and Brentwood Park	No	No	No	No	Yes	Kempton Park	Multi wards	23,24	Internal		Internal		Internal	300 000	PH-SE-EL-OT
Electricity & Energy	Upgrade OH Lines Benoni AH	No	No	No	No	No	Kempton Park	25		Internal		Internal	650 000	Internal	800 000	PH-SE-EL-OT
Electricity & Energy	Street Lighting - Pomona Road	No	No	No	No	Yes	Kempton Park	23		Internal		Internal		Internal	300 000	PH-SE-EL-OT
Electricity & Energy	Problems with existing switch gear old, can not obtain spares - Hughes Settlement Sub	No	No	No	No	No	Kempton Park	17		Internal		Internal	6 000 000	Internal		PH-SE-EL-OT
Electricity & Energy	Ring cables	No	No	No	No	No	Kempton Park	13		Internal		Internal	1 200 000	Internal		PH-SE-EL-OT
Electricity & Energy	MV Cables	No	No	No	No	No	Kempton Park	13		Internal		Internal	2 000 000	Internal		PH-SE-EL-OT

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Electricity & Energy	Esselen - New 88/11kV 2x30MVA sub	No	No	No	No	Yes	Tembisa	14		Internal		Internal		Internal	500 000	PH-SE-EL-OT
Electricity & Energy	Esselen - 88kV Switching Station	No	No	No	No	Yes	Tembisa	14		Internal		Internal		Internal	500 000	PH-SE-EL-OT
Electricity & Energy	Upgrading of street lights Veld Street Glen Marais	No	No	No	No	Yes	Kempton Park	15		Internal		Internal		Internal	200 000	PH-SE-EL-OT
Electricity & Energy	Aston Manor - Install 20MVA trf no3	No	No	No	No	Yes	Kempton Park	15		Internal		Internal		Internal	500 000	PH-SE-EL-OT
Electricity & Energy	Kaalfontein - Install 20MVA 88/11kV trf no 2	No	No	No	No	Yes	Kempton Park	15		Internal		Internal		Internal	500 000	PH-SE-EL-OT
Electricity & Energy	Upgrade Transformers - Aston Manor (2x30MVA)	No	No	No	No	No	Kempton Park	15		Internal		Internal		Internal	500 000	PH-SE-EL-OT
Electricity & Energy	Upgrading of area lighting in parks	No	No	No	No	Yes	Kempton Park	16		Internal		Internal		Internal	250 000	PH-SE-EL-OT
Electricity & Energy	Upgrading of street lighting near schools	No	No	No	No	Yes	Kempton Park	16		Internal		Internal		Internal	250 000	PH-SE-EL-OT
Electricity & Energy	New street lights Terenure Road	No	No	No	No	Yes	Kempton Park	16		Internal		Internal		Internal	150 000	PH-SE-EL-OT
Electricity & Energy	Medium voltage cable replacement (35 mm²) 2100m @ 500/m	No	No	No	No	No	Kempton Park	17		Internal		Internal	1 050 000	Internal		PH-SE-EL-OT
Electricity & Energy	Isando West - Replace 2x13.7MVA with 2x20MVA	No	No	No	No	Yes	Kempton Park	17		Internal		Internal		Internal	500 000	PH-SE-EL-OT
Electricity & Energy	New street lights Great North Road	No	No	No	No	Yes	Kempton Park	23		Internal		Internal		Internal	600 000	PH-SE-EL-OT
Electricity & Energy	New street lights - Bonaero park link road	No	No	No	No	Yes	Kempton Park	23		Internal		Internal		Internal	200 000	PH-SE-EL-OT
Electricity & Energy	Mini-Sub Upgrades in Various Subs	No	No	No	No	No	Corporate	Multi wards	31,73,74,75,82	Internal		Internal		Internal	800 000	PH-SE-EL-OT
Electricity & Energy	Rep worn-out LV cables - Minnebron / Brakpan North	No	No	No	No	No	Nigel	88		Internal		Internal		Internal	850 000	PH-SE-EL-OT
Electricity & Energy	Upgrade Eskom 88kV station Dunnottar	No	No	No	No	Yes	Nigel	88		Internal		Internal	2 000 000	Internal	1 500 000	PH-SE-EL-OT
Electricity & Energy	Upgrade relays 11kV Pretori & Vorsters	No	No	No	No	Yes	Nigel	88		Internal		Internal		Internal	200 000	PH-SE-EL-OT
Electricity & Energy	Upgrade supply cable, OTK 11 kV ring feed, Nigel	No	No	No	No	No	Nigel	88		Internal		Internal	2 000 000	Internal		PH-SE-EL-OT
Electricity & Energy	Interconnector between Visagie Park and Ferryvale, Nigel	No	No	No	No	No	Nigel	88		Internal		Internal	2 850 000	Internal		PH-SE-EL-OT
Electricity & Energy	Sharon Park 11kV - Transfer Load to Vlakfontein	No	No	No	No	Yes	Nigel	88		Internal				Internal	500 000	PH-SE-EL-OT

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Electricity & Energy	Additional Ring Feed Vorsterskroon	No	No	No	No	No	Springs	Multi wards	72,75,76,67	Internal		Internal	1 000 000	Internal	1 000 000	PH-SE-EL-OT
Electricity & Energy	Upgrade Relays on 22kV Substations	No	No	No	No	Yes	Springs	Multi wards	72,75,76,67	Internal		Internal	500 000	Internal	500 000	PH-SE-EL-OT
Electricity & Energy	Upgrade Ring Feeders - Westdene	No	No	No	Yes	Yes	Springs	75		Internal		Internal	800 000	Internal	800 000	PH-SE-EL-OT
Electricity & Energy	Upgrade Protection Relays	No	No	No	No	No	Springs	75		Internal		Internal	150 000	Internal	200 000	PH-SE-EL-OT
Electricity & Energy	Selection Park - Replace 2x10MVA with 2x20MVA	No	No	No	No	Yes	Springs	76		Internal		Internal		Internal	500 000	PH-SE-EL-OT
Electricity & Energy	SubB - SubC - SubD - SubE 33kV network Reinforcement	No	No	No	No	Yes	Tembisa	Multi wards	1 to 14	Internal		Internal		Internal	500 000	PH-SE-EL-OT
Electricity & Energy	Streetlighting - Tembisa	No	No	No	No	No	Tembisa 2	Multi wards	1,2,3,	Internal		MIG	500 000	MIG	500 000	PH-SE-EL-OT
Electricity & Energy	Low cost housing electrification-Phomolong 431 units	No	Yes	No	Yes	Yes	Edenvale	12		INEP		INEP	1 574 500	INEP		PH-SE-EL-OP
Electricity & Energy	Street Lighting - Esselen Park link Road	No	No	No	No	Yes	Tembisa	14		Internal		MIG	1 200 000	MIG		PH-SE-EL-OT
Electricity & Energy	Railway Sub (Clayglass) - Build 88/11kV 2x20MVA sub	No	No	No	No	Yes	Tembisa 2	1		Internal		Internal		Internal	500 000	PH-SE-EL-OT
Electricity & Energy	Replace panels in Sub 25, Adderley Street, Boksburg.	No	No	No	No	No	Boksburg	32		Internal		Internal	1 500 000	Internal		PH-SE-EL-OT
Electricity & Energy	Upgrade network in Ramaphosa, Boksburg.	No	No	No	No	No	Boksburg	42		Internal		Internal	750 000	Internal		PH-SE-EL-OT
Electricity & Energy	Phumula - Install 15MVA trf no 2	No	No	No	No	Yes	Vosloorus	43		Internal		Internal		Internal	500 000	PH-SE-EL-OT
Electricity & Energy	Phumula - 33kV cable firm supply	No	No	No	No	Yes	Vosloorus	43		Internal		Internal		Internal	500 000	PH-SE-EL-OT
Electricity & Energy	Other Equipment	No	No	No	No	No	Other Equipment	Operational Equipment		Internal	86 500	Internal	52 690	Internal	91 790	GG-GG-EL-OP
Electricity & Energy	MIG- Rehab High Mast Langaville & Ext	No	No	No	No	No	Kwa-Thema	Multi wards	79, 81	MIG	200 000	MIG	1 000 000	MIG	400 000	PH-SE-EL-OT
Electricity & Energy	Install passage lights - Ward 68	No	No	No	No	Yes	Daveyton	68		MIG	200 000	MIG	500 000	MIG		PH-SE-EL-OT
Electricity & Energy	Install passage lights - Ward 69	No	No	No	No	Yes	Daveyton	69		MIG	200 000	MIG	500 000	MIG	200 000	PH-SE-EL-OT
Electricity & Energy	MIG - Rehab High Mast Kwa-Thema	No	No	No	No	No	Kwa-Thema	Multi wards	74, 77,78,79,80	MIG	200 000	MIG	500 000	MIG	400 000	PH-SE-EL-OT
Electricity & Energy	New Reticulation - Brakpan North Ext.3 etc	No	No	No	No	No	Brakpan	Multi wards	73, 75	Internal	250 000	Internal		Internal		PH-SE-EL-OT

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Electricity & Energy	MIG - High Mast Kwa-Thema	No	No	No	No	No	Kwa-Thema	Multi wards	74, 77,78,79,80	MIG	250 000	MIG	1 000 000	MIG	400 000	PH-SE-EL-OT
Electricity & Energy	Upgrade 2 x Metering ring main unit, Boksburg	No	No	No	No	No	Boksburg	22		Internal	300 000	Internal		Internal		PH-SE-EL-OT
Electricity & Energy	Replace 11kV Panels with a 4-Way RMU at S42, Boksburg.	No	No	No	No	No	Boksburg	32		Internal	300 000	Internal		Internal		PH-SE-EL-OT
Electricity & Energy	Street lighting - Agricultural Holdings	No	No	No	No	Yes	Benoni	Multi wards	23,24	Internal	300 000	Internal		Internal		PH-SE-EL-OT
Electricity & Energy	Protective Structures (Springs)	No	No	No	No	No	Springs	Multi wards	67,72,75,76,88	Internal	300 000	Internal		Internal		PH-SE-EL-OT
Electricity & Energy	Protective structures Ward 1 (Tembisa)	No	No	No	Yes	No	Tembisa 2	1		Internal	300 000	Internal		Internal	1 000 000	PH-SE-EL-OT
Electricity & Energy	Protective Structures Ward 4 (Tembisa)	No	No	No	Yes	No	Tembisa 2	4		Internal	300 000	Internal		Internal	1 000 000	PH-SE-EL-OT
Electricity & Energy	NDC MV Switchgear Replacement	No	No	No	No	No	Tsakane	Multi wards	82,83	Internal	350 000	Internal	750 000	Internal		PH-SE-EL-OT
Electricity & Energy	Norton's (Benburg) - New 132/11kV Substation	No	No	No	No	Yes	Brakpan	74		Internal	350 000	Internal		Internal		PH-SE-EL-OT
Electricity & Energy	Petit (Benburg) - New 132/11kV Substation	No	No	No	No	Yes	Brakpan	74		Internal	350 000	Internal		Internal		PH-SE-EL-OT
Electricity & Energy	Petit-Norton-BenoniNorth - 132kV supply to new extensions	No	No	No	No	Yes	Brakpan	74		Internal	350 000	Internal		Internal		PH-SE-EL-OT
Electricity & Energy	Replacement of Redundent Network Copiers at various CCC's	No	No	No	No	No	Corporate	All wards		Internal	350 000	Internal		Internal		PH-SE-EL-OT
Electricity & Energy	MIG - Community Lighting	No	No	No	No	No	Daveyton	Multi wards	25, 26, 65, 66, 67, 68, 69, 70, 71, 73	MIG	400 000	MIG	500 000	MIG		PH-SE-EL-OT
Electricity & Energy	Replace of Trx and Mini Subs	No	No	No	No	Yes	Corporate	Multi wards	67 72 75 76 77 88	Internal	400 000	Internal		Internal		PH-SE-EL-OT
Electricity & Energy	Looped Houses Connections Thokoza	No	Yes	No	No	Yes	Thokoza	Multi wards	52, 54, 56	Internal	400 000	Internal		Internal		PH-SE-EL-OT
Electricity & Energy	MIG - Rehab High Masts: Tsakane	No	No	No	No	No	Tsakane	Multi wards	82, 83, 84, 85, 86	MIG	400 000	MIG	1 000 000	MIG	500 000	PH-SE-EL-OT
Electricity & Energy	Office Furniture	No	No	No	No	No	Furniture	Operational Equipment		Internal	337 500	Internal	94 160	Internal	470 000	GG-GG-EL-OP
Electricity & Energy	Street Lighting - Atlas Road Phase 1	No	No	No	No	Yes	Kempton Park	23		Internal	450 000	Internal		Internal		PH-SE-EL-OT
Electricity & Energy	Eden Park (Albertsdal) - Change sw/stn to 33/6.6kV sub, 2x20MVA	No	No	No	No	Yes	Thokoza	53		Internal	500 000	Internal		Internal	500 000	PH-SE-EL-OT
Electricity & Energy	High Mast Lighting Tinasonke	No	No	No	No	Yes	Thokoza	53		MIG	500 000	MIG	1 000 000	MIG	1 000 000	PH-SE-EL-OT

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Electricity & Energy	High Mast Lighting Eden Park	No	No	No	No	Yes	Thokoza	53		MIG	500 000	MIG	1 000 000	MIG	500 000	PH-SE-EL-OT
Electricity & Energy	High Mast Zenzele (12)	No	No	No	No	Yes	Daveyton	Multi wards	25, 68	MIG	500 000	MIG	1 000 000	MIG	500 000	PH-SE-EL-OT
Electricity & Energy	Rynfield - Replace 2x20MVA with 2x40MVA	No	No	No	No	Yes	Benoni	24		Internal	500 000	Internal		Internal		PH-SE-EL-OT
Electricity & Energy	Farramere - Replace 2x20MVA with 2x40MVA	No	No	No	No	Yes	Benoni	27		Internal	500 000	Internal		Internal		PH-SE-EL-OT
Electricity & Energy	Upgrade Cables - Clayville X4 Ring	No	No	No	Yes	No	Tembisa 2	1		Internal	500 000	Internal		Internal	1 000 000	PH-SE-EL-OT
Electricity & Energy	East Central (AI Fortman) - Build 3x20MVA Substation	No	No	No	No	Yes	Boksburg	32		Internal	500 000	Internal		Internal	500 000	PH-SE-EL-OT
Electricity & Energy	Replace sub 9 with switchgear and miniature substation.Boksburg	No	No	No	No	No	Vosloorus	Multi wards	32, 43	Internal	500 000	Internal		Internal		PH-SE-EL-OT
Electricity & Energy	Mini-Sub Upgrades in Various Subs	No	No	No	No	No	Brakpan	Multi wards	31, 73, 74, 75, 82	Internal	500 000	Internal	700 000	Internal	800 000	PH-SE-EL-OT
Electricity & Energy	Strengthening of Ring Feeds Brakpan	No	No	No	No	No	Brakpan	Multi wards	73, 75	Internal	500 000	Internal	2 000 000	Internal	3 000 000	PH-SE-EL-OT
Electricity & Energy	Upgrading of 11000-6600V Dalview Sub	No	No	No	No	No	Brakpan	Multi wards	73, 75	Internal	500 000	Internal	2 500 000	Internal	2 000 000	PH-SE-EL-OT
Electricity & Energy	New Tsakane Substation	No	Yes	No	No	Yes	Tsakane	Multi wards	82, 83, 85	Internal	500 000	Internal		Internal		PH-SE-EL-OT
Electricity & Energy	JP Marais 3rd 10MVA Transformer	No	No	No	No	No	Brakpan	73		Internal	500 000	Internal		Internal	2 000 000	PH-SE-EL-OT
Electricity & Energy	Ring Supply to Withok Small Holdings	No	No	No	No	No	Tsakane	31		Internal	500 000	Internal		Internal	1 000 000	PH-SE-EL-OT
Electricity & Energy	Completion of Ring Feed - Leachville X3	No	No	No	No	No	Brakpan	31		Internal	500 000	Internal		Internal		PH-SE-EL-OT
Electricity & Energy	New Reticulation - Ekuthuleni & Ext 3 Kwa-Thema	No	No	No	No	No	Kwa-Thema	77		Internal	500 000	Internal		Internal	5 000 000	PH-SE-EL-OT
Electricity & Energy	ICT Equipment	No	No	No	No	No	ICT Equipment	Operational Equipment		Internal	500 000	Internal	334 750	Internal	740 000	GG-GG-EL-OP
Electricity & Energy	Upgrade MV & LV Networks Bedfordview	Yes	Yes	No	Yes	No	Edenvale	20		Internal	500 000	Internal		Internal	1 000 000	PH-SE-EL-OT
Electricity & Energy	Protective Structures (Tembisa)	No	No	No	No	No	Tembisa	Multi wards	10, 11, 12, 13	Internal	500 000	Internal	800 000	Internal		PH-SE-EL-OT
Electricity & Energy	Industrial - New 132/6.6kV sub, 3x30MVA	No	No	No	No	Yes	Edenvale	Multi wards	12, 13	Internal	500 000	Internal		Internal		PH-SE-EL-OT
Electricity & Energy	MV/LV Cable/Overhead line and Equipment Strengthening (Network Extensions)	No	Yes	No	No	Yes	Edenvale	Multi wards	12, 13	Internal	500 000	Internal	1 500 000	Internal	1 000 000	PH-SE-EL-OT

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Electricity & Energy	Prov of Miniture Substations (Edenvale)	No	No	No	No	Yes	Edenvale	Multi wards	18,19	Internal	500 000	Internal		Internal		PH-SE-EL-OT
Electricity & Energy	Replacement of LT Cables Edenvale	No	Yes	No	No	Yes	Edenvale	Multi wards	18,19	Internal	500 000	Internal		Internal	1 000 000	PH-SE-EL-OT
Electricity & Energy	Edenvale substations upgrade	No	Yes	No	No	Yes	Edenvale	Multi wards	18,19	Internal	500 000	Internal	3 000 000	Internal		PH-SE-EL-OT
Electricity & Energy	Sub Z - Replace 2x15MVA with 2x30MVA	No	No	No	No	Yes	Edenvale	20		Internal	500 000	Internal		Internal		PH-SE-EL-OT
Electricity & Energy	Welgedacht - Replace 2x2.5MVA with 2x10MVA	No	No	No	No	Yes	Etwatwa	67		Internal	500 000	Internal		Internal		PH-SE-EL-OT
Electricity & Energy	2x20 MVA 22/ 6.6 kV trf at Fibre Glass Substation	No	No	No	No	No	Etwatwa	67		Internal	500 000	Internal		Internal		PH-SE-EL-OT
Electricity & Energy	2x20 MVA 22/ 6.6 kV trf at New Era Substation	No	No	No	No	No	Etwatwa	67		Internal	500 000	Internal		Internal		PH-SE-EL-OT
Electricity & Energy	Russel Road - Replace 5MVA with 30MVA trf	No	No	No	No	Yes	Germiston	36		Internal	500 000	Internal		Internal		PH-SE-EL-OT
Electricity & Energy	South Germiston - Install 30MVA trf	No	No	No	No	Yes	Germiston	36		Internal	500 000	Internal		Internal		PH-SE-EL-OT
Electricity & Energy	Wychwood - Replace 5MVA trf with 15MVA	No	No	No	No	Yes	Germiston	36		Internal	500 000	Internal		Internal		PH-SE-EL-OT
Electricity & Energy	Street Lights - Grey Avenue Extension	No	No	No	No	No	Germiston	39		MIG	500 000	Internal		Internal		PH-SE-EL-OT
Electricity & Energy	Additional Transformer Atom Rd Sub	Yes	No	No	Yes	No	Germiston	39		Internal	500 000	Internal		Internal		PH-SE-EL-OT
Electricity & Energy	Roodekop Industries - New 88/6.6kV 2x20MVA sub	No	No	No	No	Yes	Germiston	41		Internal	500 000	Internal		Internal		PH-SE-EL-OT
Electricity & Energy	Upgrade Clayville X4 Substation	No	No	No	Yes	No	Tembisa 2	Multi wards	1, 2, 3, 4, 7	Internal	500 000	Internal		Internal	400 000	PH-SE-EL-OT
Electricity & Energy	Phomolong (Chloorkop) - New 132/11kV Substation	No	No	No	No	Yes	Kempton Park	13		Internal	500 000	Internal		Internal		PH-SE-EL-OT
Electricity & Energy	Germiston North - Install 20MVA (trf no 3)	No	No	No	No	Yes	Kempton Park	17		Internal	500 000	Internal		Internal		PH-SE-EL-OT
Electricity & Energy	Germiston North - Additional 33kV incomer bay	No	No	No	No	Yes	Kempton Park	17		Internal	500 000	Internal		Internal		PH-SE-EL-OT
Electricity & Energy	Marlands - Rebuild 2x20MVA 33/6.6kV	No	No	No	No	Yes	Kempton Park	17		Internal	500 000	Internal		Internal		PH-SE-EL-OT
Electricity & Energy	Birch Acres A (Van Riebeeck) - Build 132kV 3x20MVA sub	No	No	No	No	Yes	Kempton Park	13		Internal	500 000	Internal		Internal		PH-SE-EL-OT
Electricity & Energy	Birch Acres A - Phomolong (132kV cable supply from Phomolong)	No	No	No	No	Yes	Kempton Park	13		Internal	500 000	Internal		Internal		PH-SE-EL-OT

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Electricity & Energy	Main Supply - Load transfer to Cargo	No	No	No	No	Yes	Kempton Park	16		Internal	500 000	Internal		Internal		PH-SE-EL-OT
Electricity & Energy	Pomona (Aston Manor) - Transfer load Aston to Pomona	No	No	No	No	Yes	Kempton Park	16		Internal	500 000	Internal		Internal		PH-SE-EL-OT
Electricity & Energy	66kV cable ring - Dedicated supply to Spartan	No	No	No	No	Yes	Kempton Park	17		Internal	500 000	Internal		Internal	500 000	PH-SE-EL-OT
Electricity & Energy	Completion of Ring Cables - Kwa-Thema	No	No	No	No	No	Kwa-Thema	80		Internal	500 000	Internal	2 000 000	Internal	1 000 000	PH-SE-EL-OT
Electricity & Energy	Replace CB OM2 6,6 / 11kV Switchgear.	No	No	No	No	Yes	Nigel	88		Internal	500 000	Internal		Internal		PH-SE-EL-OT
Electricity & Energy	New 6.6kV Pole transformers (Slovo), (Reedville)	No	No	No	No	No	Springs	Multi wards	67, 75	Internal	500 000	Internal		Internal		PH-SE-EL-OT
Electricity & Energy	Payneville (Gugulethu & Everest)	No	No	No	No	No	Springs	72		Internal	500 000	Internal		Internal	3 000 000	PH-SE-EL-OT
Electricity & Energy	New 22kV Feeder-JVA Sub to Petersfield 22kV Sub	No	No	No	No	No	Springs	72		Internal	500 000	Internal		Internal		PH-SE-EL-OT
Electricity & Energy	New 22kV Dal Fouche Substation	No	No	No	No	No	Springs	75		Internal	500 000	Internal		Internal		PH-SE-EL-OT
Electricity & Energy	Bird Sub (Nuffield) - Build 2x20MVA sub	No	No	No	No	Yes	Springs	76		Internal	500 000	Internal		Internal		PH-SE-EL-OT
Electricity & Energy	Casseldale - Upgrade to 2x20MVA	No	No	No	No	Yes	Springs	76		Internal	500 000	Internal		Internal		PH-SE-EL-OT
Electricity & Energy	MV/LV Cable and Equipment Strengthening (Network Extensions)	No	Yes	No	No	Yes	Tembisa 2	Multi wards	1, 2, 3	Internal	500 000	Internal	1 500 000	Internal	1 000 000	PH-SE-EL-OT
Electricity & Energy	Tembisa Substations-upgrade	No	Yes	No	No	Yes	Tembisa 2	Multi wards	1, 2, 3	Internal	500 000	Internal	3 000 000	Internal	2 000 000	PH-SE-EL-OT
Electricity & Energy	12 x High mast lights (Tembisa)	No	No	No	No	No	Tembisa 2	Multi wards	1, 2, 3	Internal	500 000	MIG	1 000 000	MIG	1 500 000	PH-SE-EL-OT
Electricity & Energy	Main feeder cables	No	No	No	No	No	Tembisa	14		Internal	500 000	Internal	2 000 000	Internal		PH-SE-EL-OT
Electricity & Energy	High Mast Lighting Ward 6	No	No	No	No	No	Tembisa	6		MIG	500 000	MIG	1 000 000	MIG	500 000	PH-SE-EL-OT
Electricity & Energy	High Mast Ward 8	No	No	No	Yes	No	Tembisa	8		MIG	500 000	MIG	1 000 000	MIG	500 000	PH-SE-EL-OT
Electricity & Energy	MIG-High mast Lighting Thokoza x 2	No	No	No	No	Yes	Thokoza	52		Internal	500 000	MIG	1 000 000	MIG	500 000	PH-SE-EL-OT
Electricity & Energy	High Mast Lighting Thokoza	No	No	No	No	Yes	Thokoza	54		MIG	500 000	MIG	1 000 000	MIG	1 000 000	PH-SE-EL-OT
Electricity & Energy	Electrical Reticulation Geluksdal Ext. 3	No	Yes	No	No	Yes	Tsakane	82		Internal	500 000	Internal		Internal	5 000 000	PH-SE-EL-OT

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Electricity & Energy	May Central - Decommission substation	No	No	No	No	Yes	Kempton Park	17		Internal	520 000	Internal		Internal		PH-SE-EL-OT
Electricity & Energy	Highmast Vosloorus Ext. 6 & 8	No	No	No	No	Yes	Vosloorus	44		MIG	650 000	MIG	1 000 000	MIG		PH-SE-EL-OT
Electricity & Energy	Upgrade and Improvement of Training Centre	No	No	No	No	No	Corporate	All wards	1-88	Internal	700 000	Internal		Internal	300 000	PH-SE-EL-OT
Electricity & Energy	Protective Structures (Alberton)	No	Yes	No	Yes	Yes	Thokoza	Multi wards	52, 53, 54, 56, 57, 58	Internal	800 000	Internal	100 000	Internal	1 000 000	PH-SE-EL-OT
Electricity & Energy	Protective Structures (Germiston)	No	No	No	No	No	Thokoza	Multi wards	35, 41, 58, 61	Internal	800 000	Internal	800 000	Internal		PH-SE-EL-OT
Electricity & Energy	Ringfeed supply Nuffield x 4 - Selection Park 22kV sub	No	No	No	No	No	Springs	76		Internal	800 000	Internal		Internal		PH-SE-EL-OT
Electricity & Energy	Replacement Switchgear Cullip Sub	No	No	No	No	No	Tembisa 2	1		Internal	800 000	Internal		Internal	1 000 000	PH-SE-EL-OT
Electricity & Energy	Bredell 11kV network upgrade	No	No	No	No	No	Benoni	24		Internal	1 000 000	Internal		Internal		PH-SE-EL-OT
Electricity & Energy	Low cost service connections	No	No	No	Yes	Yes	Kwa-Thema	Multi wards	31, 74, 77, 78, 79, 80, 81, 82	Internal	1 000 000	Internal		Internal	2 000 000	PH-SE-EL-OT
Electricity & Energy	MIG- High masts: Langaville & Extensions	No	No	No	No	No	Kwa-Thema	Multi wards	79, 81	MIG	1 000 000	MIG	1 000 000	MIG	2 000 000	PH-SE-EL-OT
Electricity & Energy	Upgrading of Harper Road Substation	No	No	No	No	No	Edenvale	Multi wards	18,19	Internal	1 000 000	Internal		Internal		PH-SE-EL-OT
Electricity & Energy	Upgrade Eskom supply cables to 1000mm	No	No	No	No	No	Edenvale	Multi wards	18,19	Internal	1 000 000	Internal		Internal		PH-SE-EL-OT
Electricity & Energy	Upg Bulk Infracr Germiston Industrial Areas	Yes	Yes	No	Yes	Yes	Germiston	36		Internal	1 000 000	Internal	5 000 000	Internal		PH-SE-EL-OT
Electricity & Energy	Hughes Settlement Substation Transform	No	No	No	No	No	Kempton Park	17		Internal	1 000 000	Internal	2 000 000	Internal		PH-SE-EL-OT
Electricity & Energy	Sunnyside Substation Upgrade	No	No	No	No	No	Kempton Park	17		Internal	1 000 000	Internal	8 000 000	Internal		PH-SE-EL-OT
Electricity & Energy	G/North-Hughes Settlement Cable supply	No	No	No	No	Yes	Kempton Park	17		Internal	1 000 000	Internal		Internal		PH-SE-EL-OT
Electricity & Energy	Completion of ring for Dunblane	No	No	No	No	No	Kempton Park	15		Internal	1 000 000	Internal		Internal		PH-SE-EL-OT
Electricity & Energy	Upgrade Transformers-V Riebeeck P (2x20MVA)	No	No	No	No	No	Kempton Park	16		Internal	1 000 000	Internal		Internal		PH-SE-EL-OT
Electricity & Energy	Protective structures (Kwa Thema)	No	No	No	No	No	Kwa-Thema	Multi wards	78, 79, 80, 81	Internal	1 000 000	Internal		Internal	2 000 000	PH-SE-EL-OT
Electricity & Energy	Upgrade 6,6kV Network Clayville	No	No	No	Yes	No	Tembisa 2	1		Internal	1 000 000	Internal		Internal	1 500 000	PH-SE-EL-OT

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Electricity & Energy	Upgrade Eiger 33kV Sub	No	Yes	No	No	Yes	Thokoza	57		Internal	1 000 000	Internal		Internal	1 000 000	PH-SE-EL-OT
Electricity & Energy	MIG-H/masts:Tsakane & Ext incl Geluks	No	No	No	No	No	Tsakane	Multi wards	31, 82, 83, 84, 85, 86	MIG	1 000 000	MIG	1 000 000	MIG	1 000 000	PH-SE-EL-OT
Electricity & Energy	Office Furnishings for Separate Operating Entity	No	No	No	No	No	Furniture	Operational Equipment		Internal	772 500	Internal		Internal	500 000	PH-SE-EL-OP
Electricity & Energy	Upgrade for Electrical Workshops (Edenvale)	No	No	No	No	No	Edenvale	18		Internal	1 036 000	Internal		Internal		PH-SE-EL-OT
Electricity & Energy	MIG - Upgrading of Streetlighting - Var Areas	No	No	No	No	No	Tsakane	Multi wards	31, 79, 81, 82, 83, 84, 85	MIG	1 064 000	MIG	500 000	MIG	5 000 000	PH-SE-EL-OT
Electricity & Energy	Low cost housing electrification-Esselen Park	No	No	No	No	No	Tembisa	14		Internal	1 350 000	Internal	1 350 000	Internal	3 000 000	PH-SE-EL-OT
Electricity & Energy	Upgrade MV Network Pomona / Bredell	No	Yes	No	No	Yes	Benoni	24		Internal	1 500 000	Internal		Internal		PH-SE-EL-OT
Electricity & Energy	Upgrading of various subs and networks (EMM)	No	No	No	No	No	Corporate	All wards	1-88	Internal	1 500 000	Internal		Internal	2 000 000	PH-SE-EL-OT
Electricity & Energy	Additional feeder, Selcourt South to Nuffield, 22 kV supply	No	No	No	No	No	Springs	76		Internal	1 500 000	Internal		Internal		PH-SE-EL-OT
Electricity & Energy	Niemann Rd - Add 15MVA trf no 2	No	No	No	No	Yes	Germiston	41		Internal	1 600 000	Internal		Internal		PH-SE-EL-OT
Electricity & Energy	Replace 6,6kV Switchgear Alrode Sub	No	No	No	No	Yes	Alberton	53		Internal	2 000 000	Internal		Internal	1 000 000	PH-SE-EL-OT
Electricity & Energy	MIG-Counter Funding Street Lights	Yes	No	No	No	Yes	Corporate	All wards		Internal	2 850 000	Internal		Internal	3 000 000	PH-SE-EL-OT
Electricity & Energy	Close 11 kV cable.ring between K 23 and Comet Ext.6 Boksburg	No	No	No	No	No	Boksburg	33		Internal	3 000 000	Internal		Internal		PH-SE-EL-OT
Electricity & Energy	Upgrade network in Reiger Park, Boksburg.	No	No	No	No	No	Boksburg	34		Internal	3 000 000	Internal		Internal		PH-SE-EL-OT
Electricity & Energy	Electricity Demand Side Management Projects	No	No	No	No	Yes	Corporate	All wards	All EMM wards	Other National Grants	3 000 000	Other National Grants	2 000 000	Other National Grants	2 000 000	PH-SE-EL-OT
Electricity & Energy	INEP Counter Funding	Yes	No	No	No	No	Corporate	All wards		Internal	3 000 000	Internal	1 000 000	Internal	3 000 000	PH-SE-EL-OT
Electricity & Energy	Specialized Equipment	No	No	No	No	No	Specialized Equipment	Operational Equipment		Internal	3 000 000	Internal	3 300 000	Internal	3 600 000	GG-GG-EL-OP
Electricity & Energy	Vehicles	No	No	No	No	No	Vehicles	Operational Equipment		Internal	3 000 000	Internal	5 000 000	Internal	6 000 000	GG-GG-EL-OP
Electricity & Energy	Relocation of Inaccessible meters	No	No	No	No	Yes	Corporate	All wards		Internal	3 000 000	Internal	2 000 000	Internal	1 000 000	PH-SE-EL-OT
Electricity & Energy	Pre-paid meters	No	No	No	No	No	Corporate	All wards	1-88	Internal	3 439 500	Internal		Internal		PH-SE-EL-OT

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Electricity & Energy	Replacement of Vehicles	No	No	No	No	No	Vehicles	Operational Equipment		Internal	3 500 000	Internal		Internal	4 500 000	PH-SE-EL-OT
Electricity & Energy	Prepaid Meters/ Indigent Support	No	No	No	No	Yes	Corporate	All wards		Internal	3 500 000	Internal	5 000 000	Internal	3 000 000	PH-SE-EL-OP
Electricity & Energy	Upgrade 33kV Substation Meyersdal (2nd trf)	Yes	No	No	Yes	Yes	Alberton	38		Internal	4 000 000	Internal		Internal		PH-SE-EL-OT
Electricity & Energy	Refunds - Serengeti	Yes	Yes	Yes	Yes	No	Kempton Park	15		Internal	4 000 000	Internal		Internal		PH-SE-EL-OT
Electricity & Energy	Upgrade Vorsterskroon Substation	Yes	Yes	No	Yes	Yes	Nigel	88		Internal	4 000 000	Internal		Internal		PH-SE-EL-OT
Electricity & Energy	Re-route 132kV Feeder (Town to Morhill)	No	No	No	No	No	Benoni	27		Internal	4 500 000	Internal		Internal		PH-SE-EL-OT
Electricity & Energy	Transformer 2nd 20MVA Benburg	No	No	No	No	No	Kempton Park	23		Internal	5 000 000	Internal		Internal		PH-SE-EL-OT
Electricity & Energy	Smart Metering	No	No	No	No	No	Corporate	All wards	1-88	Internal	5 000 000	Internal		Internal	7 000 000	PH-SE-EL-OT
Electricity & Energy	Electrification of low cost housing	No	No	No	No	No	Corporate	All wards		Internal	5 000 000	Internal		Internal	5 000 000	PH-SE-EL-OT
Electricity & Energy	Transformer Chapman Rd Substation	No	No	No	No	No	Germiston	36		Internal	5 000 000	Internal	4 000 000	Internal		PH-SE-EL-OT
Electricity & Energy	2x20 MVA 22/ 6.6 kV trf at Debex Substation	No	No	No	No	No	Springs	76		Internal	6 000 000	Internal		Internal		PH-SE-EL-OT
Electricity & Energy	Electrification-Winnie Mandela	No	No	No	Yes	No	Tembisa 2	1		Internal	6 000 000	Internal		Internal		PH-SE-EL-OT
Electricity & Energy	Specialized vehicles	No	No	No	No	No	Specialized Vehicles	Operational Equipment		Internal	6 500 000	Internal	7 000 000	Internal	7 500 000	GG-GG-EL-OP
Electricity & Energy	Additional MIG Projects	No	No	No	No	Yes	Corporate	All wards	All EMM wards	MIG	6 936 000	MIG	800 000	MIG	1 000 000	PH-SE-EL-OT
Electricity & Energy	Upgrade Esther Park Substation	No	No	No	No	No	Kempton Park	17		Internal	7 000 000	Internal		Internal		PH-SE-EL-OT
Electricity & Energy	Revenue enhancement (metering and structures)	No	No	No	No	No	Corporate	All wards	1-88	Internal	8 000 000	Internal		Internal	5 000 000	PH-SE-EL-OT
Electricity & Energy	Protective Structure	No	No	No	No	No	Corporate	All wards		Internal	9 000 000	Internal	10 000 000	Internal	2 000 000	PH-SE-EL-OP
Electricity & Energy	Electrical Reticulation Tinasonke	Yes	Yes	No	No	Yes	Thokoza	53		Internal	10 000 000	Internal	2 000 000	Internal	5 000 000	PH-SE-EL-OT
Electricity & Energy	New 33kV Sub Diens st.	No	Yes	No	No	Yes	Alberton	53		Internal	10 000 000	Internal		Internal	4 000 000	PH-SE-EL-OT
Electricity & Energy	Electrical Reticulation Eden Park Ext 4 & 5	Yes	Yes	No	No	Yes	Thokoza	53		Internal	10 000 000	Internal	5 000 000	Internal	5 000 000	PH-SE-EL-OT

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Electricity & Energy	Upgrade Benoni Industries Sub Station	Yes	Yes	No	Yes	Yes	Benoni	29		Internal	10 000 000	Internal		Internal	10 000 000	PH-SE-EL-OT
Electricity & Energy	Energy efficiency projects	No	No	No	No	No	Corporate	All wards	1-88	Internal	8 646 250	Internal		Internal	6 000 000	PH-SE-EL-OT
Electricity & Energy	Upgrade 88 kV Substations R21 Corridor	Yes	Yes	Yes	Yes	Yes	Benoni	24		Internal	10 000 000	Internal	20 000 000	Internal	10 000 000	PH-SE-EL-OT
Electricity & Energy	Elect Netw Restitution - Kwa-Thema	Yes	No	No	No	No	Kwa-Thema	Multi wards	74, 77, 78, 79, 80	Internal	10 000 000	Internal		Internal		PH-SE-EL-OT
Electricity & Energy	Electrification of Chief Albert Luthuli Park Ext. 4 (1640 units)	Yes	Yes	No	Yes	Yes	Benoni	24		Internal	12 000 000	Internal		Internal		PH-SE-EL-OT
Electricity & Energy	Upgrade Witkoppe Substation	Yes	Yes	No	Yes	Yes	Kempton Park	23		Internal	14 000 000	Internal		Internal		PH-SE-EL-OT
Electricity & Energy	Elec Network Restitution - Langaville	No	No	No	No	No	Kwa-Thema	Multi wards	79, 81	Internal	15 000 000	Internal	4 000 000	Internal	10 000 000	PH-SE-EL-OT
Electricity & Energy	Install New 40 MVA Substation Eastgate	No	Yes	No	No	Yes	Edenvale	20		Internal	16 353 750	Internal		Internal		PH-SE-EL-OT
Electricity & Energy	Bulk Electrical Service to new Development	Yes	No	No	No	No	Corporate	All wards		Internal	20 000 000	Internal	18 000 000	Internal	18 089 810	PH-SE-EL-OT
Electricity & Energy	Electrification of Palm Ridge	No	No	No	No	No	Katlehong 2	Multi wards	58, 61	Internal	20 000 000	INEP	10 000 000	INEP	40 000 000	PH-SE-EL-OT
Electricity & Energy	Additional INEP Projects	No	No	No	No	No	Corporate	All wards		INEP		INEP	18 425 500	INEP	10 000 000	PH-SE-EL-OT
Community Safety	Establishment of Municipal Court Alberton	Yes	No	No	No	No	Alberton	37		Internal	200 000	Internal		Internal		SO-SS-EM-SA
Community Safety	Establishment of Equestrian Unit	Yes	No	No	No	No	Kempton Park	25		Internal	200 000	Internal		Internal	500 000	SO-SS-EM-SA
Community Safety	Office Furniture	No	No	No	No	No	Furniture	Operational Equipment		Internal	597 300	Internal	575 200	Internal	500 000	GG-GG-EM-OP
Community Safety	ICT Equipment	No	No	No	No	No	ICT Equipment	Operational Equipment		Internal	500 000	Internal	500 000	Internal	500 000	GG-GG-EM-OP
Community Safety	Training Academy Kwa-Thema	Yes	No	No	No	No	Kwa-Thema	77		Internal	500 000	Internal		Internal	500 000	SO-SS-EM-SA
Community Safety	Other Equipment	No	No	No	No	No	Other Equipment	Operational Equipment		Internal	600 000	Internal	700 000	Internal	500 000	GG-GG-EM-OP
Community Safety	Refurbishment All EMPD facilities	Yes	No	No	No	No	Corporate	All wards		Internal	1 000 000	Internal	1 000 000	Internal	1 000 000	SO-SS-EM-SA
Community Safety	Installation and upgrading of Security Systems in EMM	No	Yes	No	No	No	Corporate	All wards		Internal	2 000 000	Internal	10 000 000	Internal	10 000 000	GG-GG-EM-OP
Community Safety	Vehicles (EMPD)	No	No	No	No	No	Vehicles	Operational Equipment		Internal	2 000 000	Internal	5 000 000	Internal	10 000 000	GG-GG-EM-SA

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Community Safety	Upgrading of all weighbridges in EMM	No	Yes	No	Yes	No	Corporate	All wards		Internal	2 000 000	Internal	100 000	Internal		SO-SS-EM-SA
Community Safety	Specialized Equipment (EMPD)	No	No	No	No	No	Specialized Equipment	Operational Equipment		Internal	2 563 650	Internal	1 500 000	Internal		GG-GG-EM-SA
Community Safety	Specialized Vehicles (EMPD)	No	No	No	No	No	Specialized Vehicles	Operational Equipment		Internal	3 000 000	Internal	1 000 000	Internal	2 000 000	GG-GG-EM-SA
Community Safety	Construct of Precinct Station Etwatwa	Yes	Yes	No	No	No	Daveyton	68		Internal	4 500 000	Internal		Internal		SO-SS-EM-SA
Community Safety	Const Precinct Stations Thokoza	Yes	Yes	No	No	No	Thokoza	58		Internal	4 500 000	Internal		Internal		SO-SS-EM-SA
Community Safety	Construction of Precinct Station Etwatwa	Yes	Yes	No	Yes	No	Daveyton	68		MIG	6 000 000	MIG		MIG		GG-GG-EM-OP
Community Safety	Construction Precinct Stations Zonkezizwe/Zama	Yes	Yes	No	Yes	No	Katlehong 2	61		MIG	6 000 000	MIG		MIG		GG-GG-EM-OP
Community Safety	Establishment of Precinct Station Germiston	Yes	Yes	No	No	No	Germiston	36		Internal	11 000 000	Internal		Internal		SO-SS-EM-SA
Environmental Development: Environment	Rehabilitation of the Brakpan Dam	Yes	No	No	No	No	Brakpan	75		Internal		Internal	2 821 900	Internal	2 821 900	PH-EM-EN-OT
Environmental Development: Environment	Office Furniture(Urban ENV)	No	No	No	No	No	Furniture	Operational Equipment		Internal		Internal	25 000	Internal	25 000	GG-GG-EN-OP
Environmental Development: Environment	ICT Equipment(Urban ENV)	No	No	No	No	No	ICT Equipment	Operational Equipment		Internal	40 000	Internal	40 000	Internal	40 000	GG-GG-EN-OP
Environmental Development: Environment	Other Equipment(Urban ENV)	No	No	No	No	No	Other Equipment	Operational Equipment		Internal	50 000	Internal	50 000	Internal	50 000	GG-GG-EN-OP
Environmental Development: Environment	Office Furniture	No	No	No	No	No	Furniture	Operational Equipment		Internal		Internal	200 000	Internal	200 000	PH-EM-EN-OT
Environmental Development: Environment	ICT Equipment	No	No	No	No	No	ICT Equipment	Operational Equipment		Internal	100 000	Internal	150 000	Internal	150 000	PH-EM-EN-OT
Environmental Development: Environment	Other Equipment	No	No	No	No	No	Other Equipment	Operational Equipment		Internal	100 000	Internal	200 000	Internal	200 000	PH-EM-EN-OT
Environmental Development: Environment	Nature Reserve Conservation	Yes	No	No	No	Yes	Corporate	All wards	1-88	Internal	100 000	Internal		Internal		PH-EM-EN-OT
Environmental Development: Environment	Office Furniture	No	No	No	No	No	Furniture	Operational Equipment		Internal		Internal	100 000	Internal	100 000	GG-GG-EN-OP
Environmental Development: Environment	ICT Equipment	No	No	No	No	No	ICT Equipment	Operational Equipment		Internal	125 000	Internal	125 000	Internal	125 000	GG-GG-EN-OP

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Environmental Development: Environment	Other Equipment	No	No	No	No	No	Other Equipment	Operational Equipment		Internal	175 000	Internal	175 000	Internal	175 000	GG-GG-EN-OP
Environmental Development: Environment	Upgrading the Blesbokspruit Environmental Education Centre	Yes	No	No	No	Yes	Etwatwa	67		Internal	200 000	Internal	100 000	Internal	100 000	PH-EM-EN-OT
Environmental Development: Environment	Upgrade Sites for Endangered Species Protection (Fencing)	Yes	No	No	No	Yes	Corporate	All wards	1-88	Internal	300 000	Internal		Internal		PH-EM-EN-OT
Environmental Development: Environment	Ambient Air Quality Monitoring Stations	Yes	No	No	No	No	Specialized Equipment	Operational Equipment		Internal	500 000	Internal	500 000	Internal	500 000	PH-EM-EN-PO
Environmental Development: Environment	Purchase of specialised monitoring equipment	No	No	No	No	No	Specialized Equipment	Operational Equipment		Internal	1 000 000	Internal		Internal		PH-EM-EN-OT
Environmental Development: Environment	Rehabilitation of the Natalspruit Catchment	Yes	No	No	No	Yes	Katlehong	Multi wards	40, 41, 49, 50	Internal	1 500 000	Internal		Internal		PH-EM-EN-OT
Environmental Development: Environment	Rehabilitation of the Boksburg Lake	Yes	No	No	No	No	Boksburg	32		Internal	2 000 000	Internal	2 000 000	Internal	2 000 000	PH-EM-EN-OT
Environmental Development: Environment	Rehabilitation: Degraded Wetlands/ Catchment	Yes	Yes	Yes	Yes	Yes	Boksburg	Multi wards	33, 34	Internal	3 000 000	Internal		Internal		PH-EM-EN-OT
Environmental Development: Environmental Health	ICT Equipment	No	No	No	No	No	ICT Equipment	Operational Equipment		Internal	40 000	Internal	40 000	Internal	40 000	GG-GG-EH-OP
Environmental Development: Environmental Health	Office Furniture	No	No	No	No	No	Furniture	Operational Equipment		Internal		Internal	50 000	Internal	50 000	GG-GG-EH-OP
Environmental Development: Environmental Health	Other Equipment	No	No	No	No	No	Other Equipment	Operational Equipment		Internal	100 000	Internal	40 000	Internal	40 000	GG-GG-EH-OP
Environmental Development: Parks	Develop: Kromvlei Cemetery - phase 2	No	No	No	No	No	Alberton	38		Internal		MIG	5 000 000	MIG	2 000 000	SO-PR-EP-AG
Environmental Development: Parks	Further Development : Alberton Dam	No	No	No	No	Yes	Alberton	37		Internal		Internal	400 000	Internal		SO-PR-EP-AG
Environmental Development: Parks	Development Victor Penning Bird Sanctuary	No	No	No	No	No	Benoni	27		Internal		Internal		Internal	1 500 000	SO-PR-EP-AG
Environmental Development: Parks	Development: Community Parks: Southern Region	No	No	No	No	No	Katlehong 2	Multi wards	33, 40, 43, 50, 60	Internal		Internal		Internal	1 500 000	SO-PR-EP-AG
Environmental Development: Parks	Develop: Multi Purpose Park: Villa Liza	No	No	No	No	No	Vosloorus	43		Internal		MIG		MIG	1 000 000	SO-PR-EP-AG
Environmental Development: Parks	Develop: Boksburg lake	Yes	No	No	No	No	Boksburg	32		Internal		Internal	500 000	Internal		SO-PR-EP-SP
Environmental Development: Parks	Develop: Jan Smuts Regional Park	Yes	No	No	No	No	Brakpan	73		Internal		Internal	500 000	Internal		SO-PR-EP-SP

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Environmental Development: Parks	Purchase: Additional Land South Park Cemetery	No	No	No	No	No	Germiston	41		Internal		Internal	4 000 000	Internal		SO-PR-EP-SP
Environmental Development: Parks	Rehabilitation of Weideman Dams	No	No	No	No	Yes	Germiston	39		Internal		Internal	500 000	Internal		SO-PR-EP-AG
Environmental Development: Parks	Develop: Community Park: Roodekop x31	No	No	No	No	No	Katlehong	40		MIG		MIG		MIG	1 000 000	SO-PR-EP-AG
Environmental Development: Parks	Develop: Community Park: Zonkizizwe	No	No	No	No	No	Katlehong 2	62		MIG		MIG		MIG	1 000 000	SO-PR-EP-AG
Environmental Development: Parks	Develop: Multi Purpose Park: Winnie Mandela	No	No	No	No	Yes	Tembisa 2	1		MIG		MIG	1 000 000	MIG	1 000 000	SO-PR-EP-AG
Environmental Development: Parks	Develop: Nyoni Park	No	No	No	No	No	Vosloorus	47		Internal		Internal	500 000	Internal		SO-PR-EP-AG
Environmental Development: Parks	Alarms: Metro Parks Facilities	Yes	No	No	No	No	Corporate	All wards		Internal	100 000	Internal	100 000	Internal	500 000	SO-PR-EP-SP
Environmental Development: Parks	ICT Equipment	Yes	No	No	No	Yes	ICT Equipment	Operational Equipment		Internal	250 000	Internal	250 000	Internal	250 000	GG-GG-EP-OP
Environmental Development: Parks	Other Equipment	Yes	No	No	No	Yes	Other Equipment	Operational Equipment		Internal	250 000	Internal	200 000	Internal	250 000	GG-GG-EP-OP
Environmental Development: Parks	Develop: Cemeteries - Berms	Yes	No	No	No	No	Corporate	All wards		Internal	250 000	Internal	250 000	Internal	1 000 000	SO-PR-EP-SP
Environmental Development: Parks	Develop: Bunny Park	Yes	Yes	No	No	No	Benoni	27		Internal	300 000	Internal	500 000	Internal	2 500 000	SO-PR-EP-SP
Environmental Development: Parks	Playground Equipment	Yes	No	No	No	No	Corporate	All wards		Internal	300 000	Internal	300 000	Internal	1 000 000	SO-PR-EP-SP
Environmental Development: Parks	Develop Korsmans Bird Sanctuary Regional Park	Yes	No	No	No	No	Boksburg	22		Internal	350 000	Internal	750 000	Internal		SO-PR-EP-SP
Environmental Development: Parks	Develop Existing Cemetery - Wattville / Benoni	No	No	No	No	No	Benoni	Multi wards	27, 30	Internal	500 000	Internal	500 000	Internal		SO-PR-EP-SP
Environmental Development: Parks	Construct Metro Parks Depots	Yes	Yes	No	Yes	Yes	Katlehong 2	60		Internal	500 000	Internal	750 000	Internal	1 000 000	SO-PR-EP-SP
Environmental Development: Parks	Develop: Nigel Dam	Yes	No	No	No	No	Nigel	88		Internal	500 000	Internal	500 000	Internal	1 000 000	SO-PR-EP-SP
Environmental Development: Parks	Develop: President Regional Park	Yes	No	No	No	No	Springs	75		Internal	500 000	Internal	500 000	Internal		SO-PR-EP-SP
Environmental Development: Parks	Development: Mahlathini Park	Yes	No	No	No	No	Vosloorus	44		Internal	500 000	Internal	500 000	Internal		SO-PR-EP-SP
Environmental Development: Parks	Develop: Kwenene Regional Park	Yes	Yes	No	Yes	No	Thokoza	58		Internal	2 600 000	Internal		Internal		SO-PR-EP-SP
Environmental Development: Parks	Development Chief Albert Luthili Park	No	No	No	No	No	Benoni	24		Internal	800 000	Internal	1 000 000	Internal	2 500 000	SO-PR-EP-AG

Department	Project Name	Is it a committed project? (Yes/No)	Has feasibility study been completed? (Yes/No)	Has the EIA been completed? (Yes/No)	Has Engineering Designs been completed? (Yes/No)	Departmental Construction (Yes/No)	CCC	Ward	Multi-wards	Source of Finance 2009/2010	Budget 2009/2010	Source of Finance 2010/2011	Budget 2010/2011	Source of Finance 2011/2012	Budget 2011/2012	IDP Ref Number
Environmental Development: Parks	Develop: Jackson Dam	Yes	No	No	No	No	Alberton	38		Internal	1 000 000	Internal	750 000	Internal		SO-PR-EP-SP
Environmental Development: Parks	Development of Town Entrances	Yes	No	No	No	No	Corporate	All wards		Internal	1 000 000	Internal	1 000 000	Internal		SO-PR-EP-SP
Environmental Development: Parks	Develop: Vlakfontein Cemetery	Yes	Yes	No	Yes	No	Nigel	88		MIG	1 000 000	MIG	1 500 000	Internal		SO-PR-EP-SP
Environmental Development: Parks	Develop: Tsakane Multi-Purpose Park	Yes	Yes	Yes	Yes	No	Tsakane	Multi wards	82, 83	Internal	1 000 000	Internal		Internal		SO-PR-EP-SP
Environmental Development: Parks	Develop: Multi Purpose Park Spruitview	Yes	Yes	No	Yes	No	Vosloorus	46		Internal	8 000 000	Internal		Internal		SO-PR-EP-SP
Environmental Development: Parks	Develop: Cemeteries Muslim Section	Yes	No	No	Yes	No	Corporate	All wards		Internal	1 100 000	Internal	500 000	Internal	1 000 000	SO-PR-EP-SP
Environmental Development: Parks	Develop: Community Parks Wattville	Yes	Yes	Yes	Yes	No	Benoni	30		MIG	1 100 000	MIG	4 500 000	Internal		SO-PR-EP-SP
Environmental Development: Parks	Fencing ; Metro Parks Facilities: Phase 3	Yes	No	No	No	No	Corporate	All wards		Internal	1 500 000	Internal	2 000 000	Internal	1 500 000	SO-PR-EP-SP
Environmental Development: Parks	Develop: Multi Purpose Park Motsua	No	Yes	No	No	No	Tembisa	9		Internal	1 500 000	Internal	1 000 000	Internal	1 500 000	SO-PR-EP-SP
Environmental Development: Parks	Develop: Conservation areas Southern Region	No	No	No	No	No	Germiston	41		Internal	1 800 000	Internal	1 000 000	Internal		SO-PR-EP-SP
Environmental Development: Parks	Develop: Blesbokspruit for tourism	Yes	No	Yes	No	No	Etwatwa	67		Internal	2 000 000	Internal	750 000	Internal		SO-PR-EP-SP
Environmental Development: Parks	Develop: Kwenela Regional Park	Yes	Yes	No	Yes	No	Thokoza	58		MIG	2 054 818	MIG		Internal		SO-PR-EP-SP
Environmental Development: Parks	Develop: Multi Purpose Park Spruitview	Yes	Yes	No	Yes	No	Vosloorus	46		MIG	2 700 000	MIG		Internal		SO-PR-EP-SP
Environmental Development: Parks	Danida Project: Nurseries	No	No	No	No	No	Corporate	All wards		Other Grants	3 000 000	Other Grants		Other Grants		SO-PR-EP-SP
Environmental Development: Parks	Develop: Tsakane Multi-Purpose Park	Yes	Yes	Yes	Yes	No	Tsakane	Multi wards	82,83	MIG	3 000 000	MIG		Internal		SO-PR-EP-SP
Environmental Development: Parks	Further development: Southern Cemeteries	Yes	Yes	No	Yes	No	Vosloorus	44		MIG	3 000 000	MIG		Internal		SO-PR-EP-SP
Environmental Development: Parks	Develop: Nyoni Park	No	No	No	No	No	Vosloorus	44		MIG	3 000 000	MIG	1 000 000	Internal		SO-PR-EP-SP
Environmental Development: Parks	Develop: New Northern Cemetery	Yes	No	Yes	No	No	Kempton Park	13		MIG	5 000 000	MIG	12 000 000	MIG	19 000 000	SO-PR-EP-SP
Environmental Development: Parks	Purchase Specialized Equipment	Yes	Yes	No	Yes	No	Specialized Equipment	Operational Equipment		Internal	8 000 000	Internal	5 000 000	Internal	5 000 000	GG-GG-EP-OP
Environmental Development: Parks	Vehicles	Yes	No	No	Yes	No	Vehicles	Operational Equipment		Internal	16 251 182	Internal	6 922 500	Internal	5 000 000	GG-GG-EP-OP

Department	Project Name	Is it a committed project? (Yes/No)	Has feasibility study been completed? (Yes/No)	Has the EIA been completed? (Yes/No)	Has Engineering Designs been completed? (Yes/No)	Departmental Construction (Yes/No)	CCC	Ward	Multi-wards	Source of Finance 2009/2010	Budget 2009/2010	Source of Finance 2010/2011	Budget 2010/2011	Source of Finance 2011/2012	Budget 2011/2012	IDP Ref Number
Environmental Development: Solid Waste	Cell and storm water - Rooikraal	No	Yes	Yes	No	No	Brakpan	31		MIG		MIG	8 000 000	MIG	22 000 000	PH-SE-SW-PO
Environmental Development: Solid Waste	Development Weltevreden Waste Site	Yes	Yes	Yes	No	No	Brakpan	73		MIG		MIG	8 000 000	MIG	22 000 000	PH-SE-SW-PO
Environmental Development: Solid Waste	Renewal of Spartan Transfer Station	No	No	No	No	No	Edenvale	18		Internal		Internal	2 000 000	Internal		PH-SE-SW-OT
Environmental Development: Solid Waste	Cell development - Platkop	Yes	No	No	No	No	Vosloorus	64		Internal		Internal	6 000 000	Internal		PH-SE-SW-PO
Environmental Development: Solid Waste	Develop New Waste Site	Yes	Yes	Yes	No	No	Kempton Park	25		Internal		Internal	3 000 000	Internal	15 000 000	PH-SE-SW-OT
Environmental Development: Solid Waste	Rehabilitation Tembisa Waste Site	No	No	No	No	No	Tembisa	14		Internal		Internal	5 000 000	Internal	5 000 000	PH-SE-SW-OT
Environmental Development: Solid Waste	Depot Building - Alberton	Yes	No	No	Yes	No	Alberton	37		Internal	500 000	Internal	250 000	Internal		PH-SE-SW-OT
Environmental Development: Solid Waste	Renewal of Boksburg Depot	Yes	No	No	No	No	Boksburg	32		Internal	500 000	Internal		Internal		PH-SE-SW-OT
Environmental Development: Solid Waste	Erection of palisade fence at Rietfontein	No	No	No	No	No	Kwa-Thema	77		Internal	500 000	Internal	4 000 000	Internal	5 000 000	PH-SE-SW-PO
Environmental Development: Solid Waste	Cell and storm water - Rooikraal	No	Yes	Yes	No	No	Brakpan	31		Internal	600 000	Internal	10 000 000	Internal		PH-SE-SW-PO
Environmental Development: Solid Waste	Office Furniture	No	No	No	No	No	Furniture	Operational Equipment		Internal	656 300	Internal	500 000	Internal	500 000	GG-GG-SW-OP
Environmental Development: Solid Waste	Renewal of Transfer Station in Alberton	Yes	No	No	No	No	Alberton	37		Internal	700 000	Internal	10 000 000	Internal	15 000 000	PH-SE-SW-OT
Environmental Development: Solid Waste	Truck ports - Nigel Transfer Station	No	No	No	No	No	Nigel	88		Internal	700 000	Internal		Internal		PH-SE-SW-OT
Environmental Development: Solid Waste	Cell Development - Rietfontein	Yes	Yes	Yes	No	No	Kwa-Thema	77		MIG	1 000 000	Internal		Internal		PH-SE-SW-PO
Environmental Development: Solid Waste	Static Compactor - Nigel Transfer station	No	No	No	No	No	Nigel	88		Internal	1 000 000	Internal	7 000 000	Internal		PH-SE-SW-OT
Environmental Development: Solid Waste	Solid Waste Fleet Refurbishment	No	No	No	No	No	Vehicles	Operational Equipment		Internal	1 700 000	Internal	1 000 000	Internal	1 000 000	PH-SE-SW-OT
Environmental Development: Solid Waste	Erection Palisade Fencing - Platkop	Yes	No	No	No	No	Vosloorus	64		Internal	2 000 000	Internal	1 000 000	Internal		PH-SE-SW-OT

Department	Project Name	Is it a committed project? (Yes/No)	Has feasibility study been completed? (Yes/No)	Has the EIA been completed? (Yes/No)	Has Engineering Designs been completed? (Yes/No)	Departmental Construction (Yes/No)	CCC	Ward	Multi-wards	Source of Finance 2009/2010	Budget 2009/2010	Source of Finance 2010/2011	Budget 2010/2011	Source of Finance 2011/2012	Budget 2011/2012	IDP Ref Number
Environmental Development: Solid Waste	Purchase Land W/Disposal	Yes	No	No	No	No	Kempton Park	25		Internal	2 000 000	Internal	7 000 000	Internal	15 000 000	PH-SE-SW-PO
Environmental Development: Solid Waste	Develop New Waste Site	Yes	Yes	Yes	No	No	Kempton Park	25		MIG	2 000 000	Internal		Internal		PH-SE-SW-OT
Environmental Development: Solid Waste	Rehabilitation of the Nigel Site	No	Yes	Yes	No	No	Nigel	88		Internal	2 000 000	Internal	1 000 000	Internal		PH-SE-SW-PO
Environmental Development: Solid Waste	Development Weltevreden Waste Site	Yes	Yes	Yes	No	No	Brakpan	73		Internal	4 600 000	Internal	10 000 000	Internal	5 000 000	PH-SE-SW-PO
Environmental Development: Solid Waste	Renewal of NSDA Transfer Stations	No	No	No	No	No	Kempton Park	13		Internal	5 000 000	Internal	2 000 000	Internal	3 000 000	PH-SE-SW-PO
Environmental Development: Solid Waste	Installation Gas Flares & Wells	Yes	No	No	No	No	Corporate	All wards	1-88	Internal	7 000 000	Internal	7 000 000	Internal	15 000 000	PH-SE-SW-PO
Environmental Development: Solid Waste	Rehabilitation of the Nigel Site	No	Yes	Yes	No	No	Nigel	88		MIG	8 000 000	Internal		Internal		PH-SE-SW-PO
Environmental Development: Solid Waste	Facilities, Upgrade and construction of facilities	No	No	No	No	No	Corporate	All wards		Internal	8 497 150	Internal	11 850 000	Internal	15 000 000	PH-SE-SW-OT
Environmental Development: Solid Waste	Purchasing of airspace for NSDA	No	No	No	No	No	Kempton Park	13		Internal	11 000 000	Internal	11 000 000	Internal	17 000 000	PH-SE-SW-PO
Environmental Development: Solid Waste	Cell development - Platkop	Yes	No	No	No	No	Vosloorus	64		MIG	20 000 000	MIG	10 000 000	Internal	10 000 000	PH-SE-SW-PO
Environmental Development: Solid Waste	Supply of Bulk Containers	Yes	No	No	No	No	Specialized Equipment	Operational Equipment		Internal	24 322 650	Internal	22 000 000	Internal	24 000 000	PH-SE-SW-OT
Environmental Development: Solid Waste	Specialised Vehicles	Yes	No	No	No	No	Specialized Vehicles	Operational Equipment		Internal	48 300 000	Internal	25 000 000	Internal	26 000 000	PH-SE-SW-PO
Environmental Development: Solid Waste	Upgrade Mini Garden Sites All Regions	No	No	No	No	No	Corporate	All wards	1 - 88	Internal	5 000 000	MIG	6 000 000	MIG	5 000 000	PH-SE-SW-PO
Finance	Vehicles	No	No	No	No	No	Vehicles	Operational Equipment		Internal	500 000	Internal		Internal		GG-GG-FI-OP
Finance	Office Furniture (CFO)	No	No	No	No	No	Furniture	Operational Equipment		Internal	967 500	Internal	1 000 000	Internal	1 000 000	GG-GG-FI-OP
Finance	Renovate Paypoints	No	No	No	No	No	Corporate	All wards	1-88	Internal	1 500 000	Internal		Internal		GG-GG-FI-OP
Finance	Ad Hoc Allocation	No	No	No	No	No	ICT Equipment	Operational Equipment		Internal	2 000 000	Internal	2 000 000	Internal	2 000 000	GG-GG-FI-OP

Department	Project Name	Is it a committed project? (Yes/No)	Has feasibility study been completed? (Yes/No)	Has the EIA been completed? (Yes/No)	Has Engineering Designs been completed? (Yes/No)	Departmental Construction (Yes/No)	CCC	Ward	Multi-wards	Source of Finance 2009/2010	Budget 2009/2010	Source of Finance 2010/2011	Budget 2010/2011	Source of Finance 2011/2012	Budget 2011/2012	IDP Ref Number
Finance	ICT Equipment (CFO)	No	No	No	No	No	ICT Equipment	Operational Equipment		Internal	3 010 000	Internal	1 500 000	Internal	1 500 000	GG-GG-FI-OP
Fleet Management	Workshop Equipment	Yes	No	No	No	No	Specialized Equipment	Operational Equipment		Internal	300 000	Internal	1 500 000	Internal	1 500 000	GG-GG-FM-OP
Fleet Management	Security Monitoring equipment FM&ME	Yes	No	No	No	No	Specialized Equipment	Operational Equipment		Internal	300 000	Internal		Internal		GG-GG-FM-OP
Fleet Management	Buildings fleet MNGNT & MECH ENG	Yes	No	No	No	No	Corporate	All wards		Internal	3 000 000	Internal	3 000 000	Internal	3 000 000	GG-GG-FM-OP
Fleet Management	Vehicles	Yes	No	No	No	No	Vehicles	Operational Equipment		Internal		Internal	1 500 000	Internal	1 500 000	GG-GG-FM-OP
Fleet Management	Furniture for new Fleet building	Yes	No	No	No	No	Furniture	Operational Equipment		Internal		Internal	1 000 000	Internal	1 000 000	GG-GG-FM-OP
Fleet Management	ICT Equipment	Yes	No	No	No	yes	ICT Equipment	Operational Equipment		Internal		Internal	1 500 000	Internal	1 500 000	GG-GG-FM-OP
Fleet Management	Other Equipment	Yes	No	No	No	No	Other Equipment	Operational Equipment		Internal		Internal	500 000	Internal	500 000	GG-GG-FM-OP
Health	Daveyton Comm Dev Upgrade	No	No	No	No	No	Daveyton	71		Internal		Internal		Internal	500 000	SO-PU-HE-AG
Health	New Clinic Chief A Luthuli Extension Ward 24 Level 2	No	Yes	No	YES	No	Benoni	24		Internal		Internal	300 200	Internal	6 000 000	SO-HF-HE-CL
Health	New Reiger Park X5 Clinic	No	Yes	No	YES	No	Boksburg	42		Internal		Internal		Internal	50 000	SO-HF-HE-CL
Health	New Reiger Park X5 Clinic	No	Yes	No	YES	No	Boksburg	42		MIG		MIG		MIG	450 000	SO-HF-HE-CL
Health	Building - Youth Friendly Services	No	Yes	No	YES	No	Corporate	All wards		Internal		Internal		Internal	1 000 000	SO-HF-HE-CL
Health	Guard House Ablution Facilities North	No	Yes	No	YES	No	Corporate	All wards		Internal		Internal		Internal	200 000	SO-HF-HE-CL
Health	EXT & UPGRADE EDENVALE CLINIC	No	Yes	No	No	No	Edenvale	19		Internal		Internal	200 000	Internal	2 500 000	SO-HF-HE-CL
Health	NEW BARCELONA CLINIC LEVEL2	No	Yes	No	YES	No	Etwatwa	26		Internal		Internal		Internal	300 000	SO-HF-HE-CL
Health	New Germiston Civic/C Clinic	No	Yes	No	No	No	Germiston	36		Internal		Internal	232 000	Internal	4 000 000	SO-HF-HE-CL
Health	New Building Clinic Phomolong South	No	Yes	No	YES	No	Katlehong 2	60		Internal		Internal		Internal	450 000	SO-HF-HE-CL
Health	Chris Hani Clinic (New Zenzele Clinic)	No	Yes	No	YES	No	Daveyton	68		Internal		Internal		Internal	200 000	SO-HF-HE-CL
Health	Ext & Upgrade Kempton Park Clinic	No	Yes	No	No	No	Kempton Park	16		Internal		Internal		Internal	100 000	SO-HF-HE-CL

Department	Project Name	Is it a committed project? (Yes/No)	Has feasibility study been completed? (Yes/No)	Has the EIA been completed? (Yes/No)	Has Engineering Designs been completed? (Yes/No)	Departmental Construction (Yes/No)	CCC	Ward	Multi-wards	Source of Finance 2009/2010	Budget 2009/2010	Source of Finance 2010/2011	Budget 2010/2011	Source of Finance 2011/2012	Budget 2011/2012	IDP Ref Number
Health	Ext & Upgrade Spartan	No	Yes	No	No	No	Kempton Park	17		Internal		Internal		Internal	900 000	SO-HF-HE-CL
Health	New Clinic White City	No	Yes	No	YES	No	Kwa-Thema	79		Internal		Internal	200 000	Internal	3 000 000	SO-HF-HE-CL
Health	Ext & Upgrade Alra Park Clinic	No	Yes	No	No	No	Nigel	88		Internal		Internal		Internal	800 200	SO-HF-HE-CL
Health	New Clinic Esselen Park Tembisa	No	Yes	No	YES	No	Tembisa	14		Internal		Internal		Internal	100 000	SO-HF-HE-CL
Health	Upgrade Esangweni Clinic	No	Yes	No	No	No	Tembisa	10		Internal		Internal	200 000	Internal	2 600 000	SO-HF-HE-CL
Health	Upgrade Erin Clinic	No	Yes	No	No	No	Tembisa 2	7		Internal		Internal		Internal	400 000	SO-HF-HE-CL
Health	New Tswelopele Winnie Mandela Clinic	No	Yes	No	No	No	Tembisa 2	2		Internal		Internal		Internal	500 000	SO-HF-HE-CL
Health	Ext& Upgrade Phola Park Clinic	No	Yes	No	No	No	Thokoza	58		Internal		Internal		Internal	600 000	SO-HF-HE-CL
Health	Ext& Upgrade Tswelopele Clinic	No	Yes	No	No	No	Vosloorus	44		Internal		Internal		Internal	100 000	SO-HF-HE-CL
Health	Upgrade Kemston Clinic	Yes	Yes	No	YES	No	Benoni	28		Internal	50 000	Internal		Internal		SO-HF-HE-CL
Health	Other Equipment (Community Dev)	No	No	No	No	No	Other Equipment	Operational Equipment		Internal	50 000	Internal	160 000	Internal	170 000	GG-GG-HE-OP
Health	Security Upgrade Facilities (East)	No	Yes	No	No	No	Corporate	All wards		Internal	50 000	Internal	50 000	Internal	150 000	SO-HF-HE-CL
Health	Security Upgrade Facilities (North)	No	Yes	No	No	No	Corporate	All wards		Internal	50 000	Internal	50 000	Internal	150 000	SO-HF-HE-CL
Health	Security Upgrade Facilities (South)	No	Yes	No	No	No	Corporate	All wards		Internal	50 000	Internal	50 000	Internal	150 000	SO-HF-HE-CL
Health	Improve Access Disabled at Clinics (East)	No	Yes	No	No	No	Corporate	All wards		Internal	50 000	Internal	50 000	Internal	50 000	SO-HF-HE-CL
Health	Improve Access Disabled at Clinics (North)	No	Yes	No	No	No	Corporate	All wards		Internal	50 000	Internal	50 000	Internal	50 000	SO-HF-HE-CL
Health	Improve Access Disabled at Clinics (South)	No	Yes	No	No	No	Corporate	All wards		Internal	50 000	Internal	50 000	Internal	50 000	SO-HF-HE-CL
Health	New Phomolong (ITHERELENG)Clinic (North) Level 2	Yes	Yes	No	YES	No	Tembisa	12		Internal	50 000	Internal	1 550 000	Internal		SO-HF-HE-CL
Health	Ext & Upgrade Ramokonopi Clinic	Yes	Yes	No	YES	No	Katlehong 2	59		Internal	50 000	Internal		Internal		SO-HF-HE-CL
Health	New Vosloorus Poly Clinic Level 2	Yes	Yes	No	YES	No	Vosloorus	47		Internal	50 000	Internal	4 050 000	Internal		SO-HF-HE-CL

Department	Project Name	Is it a committed project? (Yes/No)	Has feasibility study been completed? (Yes/No)	Has the EIA been completed? (Yes/No)	Has Engineering Designs been completed? (Yes/No)	Departmental Construction (Yes/No)	CCC	Ward	Multi-wards	Source of Finance 2009/2010	Budget 2009/2010	Source of Finance 2010/2011	Budget 2010/2011	Source of Finance 2011/2012	Budget 2011/2012	IDP Ref Number
Health	Office Furniture	No	No	No	No	No	Furniture	Operational Equipment		Internal		Internal	100 000	Internal	110 000	GG-GG-HE-OP
Health	Guard House Ablution Facilities East	No	Yes	No	YES	No	Corporate	All wards		Internal	85 000	Internal		Internal	200 000	SO-HF-HE-CL
Health	Guard House Ablution Facilities South	No	Yes	No	YES	No	Corporate	All wards		Internal	85 000	Internal		Internal	200 000	SO-HF-HE-CL
Health	ICT Equipment (Community Dev)	No	No	No	No	No	ICT Equipment	Operational Equipment		Internal	100 000	Internal	100 000	Internal	120 000	GG-GG-HE-OP
Health	Implementation Poultry Project	Yes	No	No	No	No	Tembisa	14		Internal	100 000	Internal	100 000	Internal	2 560 000	SO-PU-HE-AG
Health	Carports & Garages Clinics North	No	Yes	No	YES	No	Corporate	All wards		Internal	150 000	Internal	100 000	Internal	200 000	SO-HF-HE-CL
Health	Specialized Equipment	No	Yes	No	No	No	Specialized Equipment	Operational Equipment		Internal	175 000	Internal	500 000	Internal	500 000	GG-GG-HE-OP
Health	Air Conditioners Clinics North	No	No	No	YES	No	Corporate	All wards		Internal	180 000	Internal	150 000	Internal	600 000	SO-HF-HE-CL
Health	Air Conditioners Clinics South	No	No	No	YES	No	Corporate	All wards		Internal	180 000	Internal	150 000	Internal	600 000	SO-HF-HE-CL
Health	New TSAKANE X 10 CLINIC Level 2	Yes	Yes	No	YES	No	Tsakane	86		Internal	188 000	Internal	950 000	Internal		SO-HF-HE-CL
Health	Air Conditioners Clinics East	No	No	No	YES	No	Corporate	All wards		Internal	193 000	Internal	150 000	Internal	600 000	SO-HF-HE-CL
Health	Office Furniture (Community Dev)	No	No	No	No	No	Furniture	Operational Equipment		Internal		Internal	100 000	Internal	100 000	GG-GG-HE-OP
Health	Carports & Garages Clinics East	No	Yes	No	YES	No	Corporate	All wards		Internal	200 000	Internal	100 000	Internal	200 000	SO-HF-HE-CL
Health	Carports & Garages Clinics South	No	Yes	No	YES	No	Corporate	All wards		Internal	200 000	Internal	100 000	Internal	200 000	SO-HF-HE-CL
Health	New Clinic Kathlehong North Level 2	Yes	Yes	No	YES	No	Katlehong	40		Internal	250 000	Internal	4 000 000	Internal		SO-HF-HE-CL
Health	ICT Equipment	No	No	No	No	No	ICT Equipment	Operational Equipment		Internal	300 000	Internal	200 000	Internal	320 000	GG-GG-HE-OP
Health	New First Ave Clinic Level 2	No	Yes	No	YES	No	Springs	75		Internal	300 000	Internal	3 000 000	Internal	12 000 000	SO-HF-HE-CL
Health	Office Furniture (Family Health)	No	No	No	No	No	Furniture	Operational Equipment		Internal	468 800	Internal	750 000	Internal	800 000	GG-GG-HE-OP
Health	Other Equipment	No	No	No	No	No	Other Equipment	Operational Equipment		Internal	400 000	Internal	700 000	Internal	800 000	GG-GG-HE-OP
Health	Family Skills Centre (South)	Yes	Yes	No	YES	No	Katlehong	49		MIG	450 000	MIG		MIG		SO-PU-HE-AG

Department	Project Name	Is it a committed project? (Yes/No)	Has feasibility study been completed? (Yes/No)	Has the EIA been completed? (Yes/No)	Has Engineering Designs been completed? (Yes/No)	Departmental Construction (Yes/No)	CCC	Ward	Multi-wards	Source of Finance 2009/2010	Budget 2009/2010	Source of Finance 2010/2011	Budget 2010/2011	Source of Finance 2011/2012	Budget 2011/2012	IDP Ref Number
Health	Vehicles	No	Yes	No	No	No	Vehicles	Operational Equipment		Internal	500 000	Internal	500 000	Internal	1 000 000	GG-GG-HE-OP
Health	Pharmaceutical Requirements Clinics	No	Yes	No	No	No	Corporate	All wards		Internal	500 000	Internal		Internal		SO-HF-HE-CL
Health	Ext & Upgrade Etafeni Clinic	Yes	Yes	No	YES	No	Tembisa	14		Internal	500 000	Internal	5 500 000	Internal	400 000	SO-HF-HE-CL
Health	ICT Equipment (Family Health)	No	No	No	No	No	ICT Equipment	Operational Equipment		Internal	650 000	Internal	585 000	Internal	950 000	GG-GG-HE-OP
Health	Ext & Upgrade Kingsway Clinic	Yes	Yes	No	YES	No	Brakpan	75		Internal	800 000	Internal		Internal		SO-HF-HE-CL
Health	New Clinic Ward 83	Yes	Yes	No	YES	No	Tsakane	83		Internal	900 000	Internal	7 500 000	Internal		SO-HF-HE-CL
Health	New Clinic Reedville	Yes	Yes	No	YES	No	Springs	75		Internal	950 000	Internal	100 000	Internal		SO-HF-HE-CL
Health	Upgrade Alberton North Clinic	Yes	Yes	No	YES	No	Alberton	37		Internal	1 000 000	Internal		Internal		SO-HF-HE-CL
Health	Replace Lift Kernston Clinic	Yes	Yes	No	YES	No	Benoni	28		Internal	1 000 000	Internal		Internal		SO-HF-HE-CL
Health	Generators At Clinics	No	Yes	No	YES	No	Specialized Equipment	Operational Equipment		Internal	1 000 000	Internal	503 000	Internal	1 000 000	SO-HF-HE-CL
Health	New Slovo Park Clinic	Yes	Yes	No	YES	No	Etwatwa	67		Internal	1 000 000	Internal		Internal		SO-HF-HE-CL
Health	Ext & Upgrade Emaphupeni Clinic	Yes	Yes	No	IN PROCESS	No	Etwatwa	65		Internal	1 200 000	Internal	2 200 000	Internal	700 000	SO-HF-HE-CL
Health	Extention & Upgrade THCC For Phaphama	Yes	Yes	No	IN PROCESS	No	Tembisa	6		Internal	1 700 000	Internal	1 300 000	Internal		SO-HF-HE-CL
Health	Ext& Upgrade Ramokonopi Clinic	Yes	Yes	No	YES	No	Katlehong 2	59		MIG	1 895 000	MIG		MIG		SO-HF-HE-CL
Health	Upgrade Brackenhurst Clinic	Yes	Yes	No	YES	No	Alberton	38		Internal	2 300 000	Internal		Internal		SO-HF-HE-CL
Health	Ext & Upgrade Birchleigh Clinic	Yes	Yes	No	YES	No	Kempton Park	15		Internal	2 500 000	Internal		Internal		SO-HF-HE-CL
Health	New Clinic Reedville	Yes	Yes	No	YES	No	Springs	75		MIG	2 600 000	MIG	900 000	MIG		SO-HF-HE-CL
Health	Upgrade Edenpark Clinic	Yes	Yes	No	YES	No	Thokoza	53		Internal	2 700 000	Internal		Internal		SO-HF-HE-CL
Health	New Slovo Park Clinic	Yes	Yes	No	YES	No	Etwatwa	67		MIG	2 762 000	MIG	900 000	MIG	50 000	SO-HF-HE-CL
Health	New Clinic Ward 83 level 2	Yes	Yes	No	YES	No	Tsakane	83		MIG	3 500 000	MIG	5 000 000	MIG		SO-HF-HE-CL

Department	Project Name	Is it a committed project? (Yes/No)	Has feasibility study been completed? (Yes/No)	Has the EIA been completed? (Yes/No)	Has Engineering Designs been completed? (Yes/No)	Departmental Construction (Yes/No)	CCC	Ward	Multi-wards	Source of Finance 2009/2010	Budget 2009/2010	Source of Finance 2010/2011	Budget 2010/2011	Source of Finance 2011/2012	Budget 2011/2012	IDP Ref Number
Health	Ext & Upgrade Etafeni Clinic	Yes	Yes	No	YES	No	Tembisa	14		MIG	4 000 000	MIG	5 000 000	MIG		SO-HF-HE-CL
Health	New Brakpan Clinic Level 1	Yes	Yes	No	YES	No	Brakpan	73		Internal	4 450 000	Internal	50 000	Internal		SO-HF-HE-CL
Health	New Phomolong (ITHERELENG) Clinic (North) Level 2	Yes	Yes	No	YES	No	Tembisa	12		MIG	4 500 000	MIG	7 900 000	MIG		SO-HF-HE-CL
Health	New Tsakane X 10 Clinic Level 2	Yes	Yes	No	YES	No	Tsakane	86		MIG	5 000 000	MIG	7 900 000	MIG		SO-HF-HE-CL
Health	New Clinic Kathlehong North Level 2	Yes	Yes	No	YES	No	Katlehong	40		MIG	5 000 000	MIG	7 900 000	MIG		SO-HF-HE-CL
Health	New Vosloorus Poly Clinic Level 2	Yes	Yes	No	YES	No	Vosloorus	47		MIG	5 000 000	MIG	7 900 000	MIG		SO-HF-HE-CL
Health	New Clinic Wanneburg Level 2	Yes	Yes	No	YES	No	Germiston	21		Internal	5 400 000	Internal	8 600 000	Internal		SO-HF-HE-CL
Health	Family Skills Centre (South)	Yes	Yes	No	YES	No	Katlehong	49		Internal	6 335 000	Internal	50 000	Internal		SO-PU-HE-AG
Health	Care Centres (Social Development)	Yes	Yes	No	YES	No	Corporate	Multi wards	87, 85, 69, 6, 40, 77, 65	Other Provincial Grants	20 000 000	Other Provincial Grants	59 000 000	Other Provincial Grants	32 000 000	SO-HF-HE-AG
Health	Upgrade Motsamai Clinic	No	Yes	No	YES	No	Katlehong	50		Internal		Internal		Internal	100 000	SO-HF-HE-CL
Housing	Edenpark West & X 1 (858) Essential Services CF	No	Yes	Yes	No	No	Alberton	53		Internal		Internal	2 700 000	Internal		SO-HS-HO-HO
Housing	Wattville erf 3130 Essential services	No	Yes	No	No	No	Benoni	30		Internal		Internal		Internal	9 530 500	SO-HS-HO-HO
Housing	Apex land (R/1151R Ptns 46 & 163 1000) E/Serv CF	No	No	No	No	No	Benoni	30		Internal		Internal		Internal	3 200 000	SO-HS-HO-HO
Housing	Apex land (R/1151R Ptns 46 & 163 1000) E/Serv	No	No	No	No	No	Benoni	30		MIG		MIG	7 000 000	MIG	14 200 000	SO-HS-HO-HO
Housing	K/fontein various p/rtion Essential services (2500)	No	Yes	No	No	No	Tembisa	12		Internal		Internal		Internal	36 750 000	SO-HS-HO-HO
Housing	Etwatwa Ext 35 Essential Services	No	Yes	No	No	No	Etwatwa	67		MIG		MIG	13 200 000	MIG		SO-HS-HO-HO
Housing	Moseleki, East, Twala Essential services CF	No	Yes	No	No	No	Katlehong	Multi wards	48, 54	Internal		Internal	1 280 000	Internal		SO-HS-HO-HO
Housing	Motsamai erf 537 Essential services	No	No	No	No	No	Katlehong	50		Internal		Internal		Internal	7 100 000	SO-HS-HO-HO
Housing	Vlakfontein Portion 36 Essential services CF	No	Yes	No	No	No	Kwa-Thema	81		Internal		Internal	4 450 000	Internal		SO-HS-HO-HO
Housing	Vlakfontein Ptn 35 Essential Services CF	No	Yes	No	No	No	Kwa-Thema	81		Internal		Internal	3 120 000	Internal		SO-HS-HO-HO

Department	Project Name	Is it a committed project? (Yes/No)	Has feasibility study been completed? (Yes/No)	Has the EIA been completed? (Yes/No)	Has Engineering Designs been completed? (Yes/No)	Departmental Construction (Yes/No)	CCC	Ward	Multi-wards	Source of Finance 2009/2010	Budget 2009/2010	Source of Finance 2010/2011	Budget 2010/2011	Source of Finance 2011/2012	Budget 2011/2012	IDP Ref Number
Housing	Duduza Ext 4 CF	No	Yes	No	No	No	Duduza	81		Internal		Internal	5 000 000	Internal		SO-HS-HO-HO
Housing	Vlakfontein Ptn 35 Essential Services	No	Yes	No	No	No	Kwa-Thema	81		MIG		MIG	20 850 000	MIG		SO-HS-HO-HO
Housing	Duduza Ext 4	No	Yes	No	No	No	Duduza	81		Internal		MIG	15 000 000	MIG	54 460 000	SO-HS-HO-HO
Housing	Payneville Ext 1 (1000) Essential Services CF	No	Yes	No	No	No	Springs	Multi wards	72,76	Internal		Internal		Internal	3 600 000	SO-HS-HO-HO
Housing	Payneville Ext 1 (1000) Essential Services	No	Yes	No	No	No	Springs	Multi wards	72,76	MIG		MIG	7 990 000	MIG	15 980 000	SO-HS-HO-HO
Housing	Madelakufa E/ntial service Count funding	No	Yes	Yes	No	No	Tembisa	Multi wards	6, 8	Internal		Internal	3 600 000	Internal		SO-HS-HO-HO
Housing	Madelakufa Essential services	No	Yes	Yes	No	No	Tembisa	Multi wards	6, 8	MIG		MIG	9 370 000	MIG		SO-HS-HO-HO
Housing	Ecaleni Erf 1 Essential services	No	No	No	No	No	Tembisa	5		Internal		Internal		Internal	16 660 000	SO-HS-HO-HO
Housing	Old Mutual Land Essential Services CF	No	Yes	Yes	No	No	Tembisa 2	1		Internal		Internal	1 500 000	Internal		SO-HS-HO-HO
Housing	Old Mutual Land Essential Services	No	Yes	Yes	No	No	Tembisa 2	1		MIG		MIG	8 900 000	MIG		SO-HS-HO-HO
Housing	Cullinan land Essential services	No	No	No	No	No	Tembisa 2	1		Internal		MIG		MIG	50 000 000	SO-HS-HO-HO
Housing	Vehicles	No	No	No	No	No	Vehicles	Operational Equipment		Internal	600 000	Internal	600 000	Internal	600 000	GG-GG-HO-HO
Housing	Good Hope Essential services Count fund	No	Yes	No	No	No	Germiston	35		Internal	1 100 000	Internal		Internal		SO-HS-HO-HO
Housing	Putfontein 26 IR Ptn 269 E/tial service	No	Yes	Yes	No	No	Kempton Park	25		MIG	1 100 000	MIG		MIG		SO-HS-HO-HO
Housing	Emergency services to inf. settlements	No	No	No	No	No	Corporate	All wards		Internal	1 500 000	Internal	1 500 000	Internal	1 000 000	SO-HS-HO-HO
Housing	Etwatwa X 34 E/tial service special p/ject	Yes	Yes	Yes	No	No	Etwatwa	26		Internal	1 868 990	Internal		Internal		SO-HS-HO-HO
Housing	Putfontein 26 IR Ptn 102 Essential Services CF	No	Yes	No	No	No	Kempton Park	25		Internal	2 500 000	Internal		Internal		SO-HS-HO-HO
Housing	Palm Ridge Phase 5 & 6 Essential Service	Yes	Yes	Yes	No	No	Katlehong 2	61		PHB	2 340 000	Internal		Internal		SO-HS-HO-HO
Housing	Payneville Ext 3 Essential Services CF	No	Yes	Yes	No	No	Springs	72		Internal	2 500 000	Internal	6 200 000	Internal		SO-HS-HO-HO
Housing	Moseleki, East, Twala Essential services	No	Yes	No	No	No	Katlehong	Multi wards	48, 54	MIG	2 800 000	MIG	5 800 000	MIG		SO-HS-HO-HO

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Housing	Etwatwa X 19 Essential service social project	No	Yes	No	No	No	Etwatwa	65		Internal	3 300 000	Internal		Internal		SO-HS-HO-HO
Housing	Putfontein 26 IR Ptn 269 Essential services C F	No	Yes	Yes	No	No	Kempton Park	25		Internal	4 224 000	Internal		Internal		SO-HS-HO-HO
Housing	Refurbishment of Rental Property	Yes	No	No	No	No	Corporate	All wards		Internal	6 000 000	Internal	6 000 000	Internal	6 000 000	SO-HS-HO-HO
Housing	Putfontein 26 IR Ptn 102 Essential Services	No	Yes	Yes	No	No	Kempton Park	25		MIG	6 100 000	MIG		MIG		SO-HS-HO-HO
Housing	Mayfield X 1 E/ntial service Count fundg	No	Yes	Yes	No	No	Kempton Park	25		Internal	6 700 000	Internal		Internal		SO-HS-HO-HO
Housing	Moderfontein 76 IR Ptn 7 E/tial SVC C F	No	Yes	Yes	No	No	Brakpan	73		Internal	7 100 000	Internal		Internal		SO-HS-HO-HO
Housing	Edenpark West & X 1 (858) Essential Services	No	Yes	Yes	No	No	Alberton	53		MIG	7 720 000	MIG	15 500 000	MIG		SO-HS-HO-HO
Housing	Tswelopele Ext 8 Stormwater culverts	Yes	Yes	Yes	Yes	No	Tembisa 2	1		Internal	9 084 000	Internal		Internal		SO-HS-HO-HO
Housing	Vlakfontein Portion 36 Essential services	No	Yes	No	No	No	Kwa-Thema	81		MIG	9 900 000	MIG	19 800 000	MIG		SO-HS-HO-HO
Housing	Palm Ridge Phases 5 & 6 Essential Services	Yes	Yes	Yes	No	No	Katlehong 2	61		Internal	10 000 000	Internal	23 217 900	Internal	16 377 400	SO-HS-HO-HO
Housing	Upgrade services Riverside, Mashimimi	No	Yes	Yes	No	No	Kwa-Thema	Multi wards	78, 79	Internal	10 500 000	Internal		Internal		SO-HS-HO-HO
Housing	Alra Park Essential services	No	Yes	Yes	No	No	Nigel	88		Internal	12 700 000	Internal		Internal		SO-HS-HO-HO
Housing	Modderfontein 76 IR (Ptn 7) E/tial svices	No	Yes	Yes	No	No	Brakpan	73		MIG	15 000 000	MIG		MIG		SO-HS-HO-HO
Housing	Olifantsfontein 419 JR E/tial services C F	No	Yes	Yes	No	No	Tembisa 2	1		Internal	20 198 000	Internal		Internal		SO-HS-HO-HO
Housing	Grootfontein Duduza E/tial svc C fund (John Dube)	No	Yes	No	No	No	Duduza	81		Internal	25 000 000	Internal	12 450 000	Internal		SO-HS-HO-HO
Housing	Mayfield X 1 Essential services	No	Yes	Yes	No	No	Kempton Park	25		MIG	29 900 000	MIG		MIG		SO-HS-HO-HO
Housing	Chief Albert Luthuli 6 bulk/link contributions	No	Yes	No	No	No	Benoni	24		Internal	21 797 800	Internal	33 400 000	Internal	10 200 000	SO-HS-HO-HO
Housing	Payneville Ext 3 Essential Services	No	Yes	Yes	No	No	Springs	72		MIG	38 000 000	MIG		MIG		SO-HS-HO-HO
Housing	Palm Ridge Phases 5 & 6 Bulk Services	No	Yes	No	No	No	Katlehong 2	61		MIG	21 400 000	MIG	15 000 000	MIG		SO-HS-HO-HO
Housing	Leeupoort bulk/link contributions	No	Yes	No	No	No	Boksburg	Multi wards	31, 32, 34, 42	Internal	37 200 000	Internal	47 300 000	Internal	41 300 000	SO-HS-HO-HO

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Housing	Palm Ridge Phases 5 & 6 Essential Services	Yes	Yes	Yes	No	No	Katlehong 2	61		Internal		MIG	43 400 000	Internal	21 600 000	SO-HS-HO-HO
Housing	Daveyton: P/fontein 26IR PTN 106 BULK WP	Yes	Yes	In process	Partly (80%)	No	Corporate	Multi wards	25, 26, 65	Internal	17 026 600	Internal		Internal		SO-HS-HO-HO
Housing	Daveyton: P/fontein 26IR PTN 106 BULK WP	Yes	Yes	In process	Partly (80%)	No	Corporate	Multi wards	25, 26, 65	MIG	20 000 000	Internal		Internal		SO-HS-HO-HO
Housing	Moleleki Ext 1 & 2 Essential services. CF	Yes	Yes	Yes	Yes	No	Katlehong 2	60		Internal	2 000 000	Internal		Internal		SO-HS-HO-HO
Housing	Mayfield Ext 6 Essential services	Yes	Yes	Yes	Yes	No	Kempton Park	25		Internal	75 600	Internal		Internal		SO-HS-HO-HO
Housing	Etwatwa Ext 37 Essential services	Yes	Yes	Yes	Yes	No	Kempton Park	25		Internal	3 000 000	Internal		Internal		SO-HS-HO-HO
Housing	Etwatwa Ext 18 Essential services	Yes	Yes	Yes	Yes	No	Etwatwa	65		Internal	8 400 000	Internal		Internal		SO-HS-HO-HO
Housing	Chris Hani Ext 2 Essential services	Yes	Yes	Yes	Yes	No	Springs	Multi wards	68, 69, 72	Internal	100 000	Internal		Internal		SO-HS-HO-HO
Human Resources	Other Equipment	No	No	No	No	No	Other Equipment	Operational Equipment		Internal	42 000	Internal		Internal	50 000	GG-GG-HR-OP
Human Resources	Office Furniture	No	No	No	No	No	Furniture	Operational Equipment		Internal	150 000	Internal	250 000	Internal	200 000	GG-GG-HR-OP
Human Resources	ICT Equipment	No	No	No	No	No	ICT Equipment	Operational Equipment		Internal	280 000	Internal	200 000	Internal	200 000	GG-GG-HR-OP
ICT	Data Warehouse and Business Intelligence	Yes	Yes	No	No	No	Corporate	All wards		Internal		Internal	2 000 000	Internal		PH-II-IT-OP
ICT	Office Furniture	No	No	No	No	No	Furniture	Operational Equipment		Internal	513 000	Internal	500 000	Internal	500 000	GG-GG-IT-OP
ICT	ICT Equipment	No	No	No	No	No	ICT Equipment	Operational Equipment		Internal	1 288 750	Internal	1 389 100	Internal	1 000 000	GG-GG-IT-OP
ICT	Biometrics	Yes	Yes	No	No	No	Corporate	All wards		Internal	1 520 000	Internal	1 000 000	Internal		PH-II-IT-OP
ICT	Internet Kiosks	Yes	Yes	No	No	No	Corporate	All wards		Internal	1 520 000	Internal		Internal		PH-II-IT-OP
ICT	Development of IP Telephony and VOIP	Yes	Yes	No	No	No	Corporate	All wards		Internal	2 000 000	Internal	1 000 000	Internal	1 400 000	PH-II-IT-OP
ICT	Infrastructure Hardware Servers	Yes	Yes	No	No	No	Corporate	All wards		Internal	3 800 000	Internal	2 000 000	Internal		PH-II-IT-OP
ICT	Second Phase Storage Area Network	Yes	Yes	No	No	No	Boksburg	All wards		Internal	6 840 000	Internal	2 000 000	Internal		PH-II-IT-OP
ICT	Acquisition of E/prise Content Mgnt System	No	No	No	No	No	Corporate	All wards		Internal	10 000 000	Internal	2 000 000	Internal		PH-II-IT-OP

Department	Project Name	Is it a committed project? (Yes/No)	Has feasibility study been completed? (Yes/No)	Has the EIA been completed? (Yes/No)	Has Engineering Designs been completed? (Yes/No)	Departmental Construction (Yes/No)	CCC	Ward	Multi-wards	Source of Finance 2009/2010	Budget 2009/2010	Source of Finance 2010/2011	Budget 2010/2011	Source of Finance 2011/2012	Budget 2011/2012	IDP Ref Number
ICT	IT Networks	Yes	Yes	No	No	No	Corporate	All wards		Internal	18 000 000	Internal	10 000 000	Internal	10 000 000	PH-II-IT-OP
ICT	Service Provider Core Infrastructure	Yes	No	No	No	No	Corporate	All wards		Internal	50 000 000	Internal	23 000 000	Internal	15 000 000	PH-II-IT-OP
ICT	Fibre Backbone	Yes	Yes	No	No	No	Corporate	All wards		Internal	60 000 000	Internal	58 000 000	Internal	25 000 000	PH-II-IT-OP
Internal Audit	Other Equipment	No	No	No	No	No	Other Equipment	Operational Equipment		Internal	12 000	Internal		Internal	12 000	GG-GG-IA-OP
Internal Audit	Office Furniture	No	No	No	No	No	Furniture	Operational Equipment		Internal	22 500	Internal	50 000	Internal	30 000	GG-GG-IA-OP
Internal Audit	ICT Equipment	No	No	No	No	No	ICT Equipment	Operational Equipment		Internal	30 000	Internal	200 000	Internal	30 000	GG-GG-IA-OP
Internal Audit	Vehicles	No	No	No	No	No	Vehicles	Operational Equipment		Internal	140 000	Internal	100 000	Internal	140 000	GG-GG-IA-OP
Internal Audit	Upgrade of Office building	No	No	No	No	No	Corporate	All wards		Internal	250 000	Internal		Internal	138 000	GG-GG-IA-OP
IS: RTCW	East, NMT facilities according to Strategy	No	Yes	No	No	No	Corporate	Multi wards	78, 77, 80, 79, 81, 83, 82, 85, 84, 87, 86, 88, 31,	Internal	250 000	Internal		Internal		PH-RT-RD-RD
IS: RTCW	South, NMT facilities according to Strategy	No	Yes	No	No	No	Corporate	Multi wards	78, 77, 80, 79, 81, 83, 82, 85, 84, 87, 86, 88, 31,	Internal	250 000	Internal		Internal		PH-RT-RD-RD
IS: RTCW	Minor Works for Roads and Stormwater	No	No	No	No	Yes	Corporate	Multi wards	21,31-64	Internal	450 000	Internal	550 000	Internal	6 500 000	PH-RT-RD-RD
IS: RTCW	Traffic Signal SARTM Compliance: East	No	No	No	No	No	Corporate	Multi wards	78, 77, 80, 79, 81, 83, 82, 85, 84, 87, 86, 88, 31,	Internal	500 000	Internal	1 000 000	Internal	1 000 000	PH-RT-RD-RD
IS: RTCW	East: Eastern Region, Upgr of Rds Depots	No	No	No	No	No	Corporate	Multi wards	78, 77, 80, 79, 81, 83, 82, 85, 84, 87, 86, 88, 31,	Internal	500 000	Internal	500 000	Internal	500 000	PH-RT-RD-RD
IS: RTCW	East, Replacement of Traffic Signals with LED Heads	No	Yes	No	No	No	Corporate	Multi wards	78, 77, 80, 79, 81, 83, 82, 85, 84, 87, 86, 88, 31,	Internal	500 000	Internal	500 000	Internal	500 000	PH-RT-RD-RD
IS: RTCW	Traffic Calming in the Eastern Region	No	No	No	No	Yes	Corporate	Multi wards	78, 77, 80, 79, 81, 83, 82, 85, 84, 87, 86, 88, 31,	Internal	500 000	Internal	500 000	Internal		PH-RT-RD-RD
IS: RTCW	South:Sidewalks and Rd Reserve	No	No	No	No	No	Corporate	Multi wards	21,31-64	Internal	500 000	Internal	500 000	Internal	500 000	PH-RT-RD-RD
IS: RTCW	South Traffic Signal Co ordination	No	No	No	No	No	Corporate	Multi wards	21,31-64	Internal	500 000	Internal	650 000	Internal	700 000	PH-RT-RD-RD

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IS: RTCW	South, Replacement of Traffic Signals with LED Heads	No	Yes	No	No	No	Corporate	Multi wards	21,31-64	Internal	500 000	Internal	1 000 000	Internal	1 500 000	PH-RT-RD-RD
IS: RTCW	Traffic Signal SARTSM Compliance	No	No	No	No	No	Corporate	Multi wards	21,31-64	Internal	500 000	Internal	1 100 000	Internal	1 500 000	PH-RT-RD-RD
IS: RTCW	Minor Extensions to Stormwater Germiston	No	No	No	No	No	Corporate	Multi wards	21,34-64	Internal	500 000	Internal	500 000	Internal	500 000	PH-RT-RD-RD
IS: RTCW	Land Acquisition Roads (Southern)	No	No	No	No	No	Corporate	Multi wards	32, 36, 38, 44	Internal	500 000	Internal		Internal	700 000	PH-RT-RD-RD
IS: RTCW	LED Replacements for Traffic Signals North	No	Yes	No	No	Partly	Corporate	Multi wards	1-25	Internal	500 000	Internal	400 000	Internal	500 000	PH-RT-RD-RD
IS: RTCW	Sidewalks General	No	No	No	No	No	Corporate	Multi wards	21,31-64	Internal	650 000	Internal	650 000	Internal	700 000	PH-RT-RD-RD
IS: RTCW	Traffic Signals Southern Region	No	No	No	No	No	Corporate	Multi wards	21,31-64	Internal	650 000	Internal	1 000 000	Internal	1 500 000	PH-RT-RD-RD
IS: RTCW	Traffic Calming South	No	No	No	No	Yes	Corporate	Multi wards	21,31-64	Internal	900 000	Internal	960 000	Internal	1 250 000	PH-RT-RD-RD
IS: RTCW	The Construction of Sidewalks in Ekurhuleni: Eastern Region	Yes	Yes	No	Yes	No	Corporate	Multi wards	22-88	MIG	1 000 000	MIG	1 000 000	MIG		PH-RT-RD-RD
IS: RTCW	East: Eastern Reg, Impl New Traffic Sign	No	No	No	No	No	Corporate	Multi wards	78, 77, 80, 79, 81, 83, 82, 85, 84, 87, 86, 88, 31,	Internal	1 000 000	Internal	500 000	Internal	1 000 000	PH-RT-RD-RD
IS: RTCW	East: Eastern Reg, Upgr of Pav & Sidewalks	No	No	No	No	No	Corporate	Multi wards	78, 77, 80, 79, 81, 83, 82, 85, 84, 87, 86, 88, 31,	Internal	1 000 000	Internal	1 000 000	Internal	1 000 000	PH-RT-RD-RD
IS: RTCW	Impl Traffic Signal Management System	No	No	No	No	No	Corporate	Multi wards	21,31-64	Internal	1 000 000	Internal	1 000 000	Internal	1 200 000	PH-RT-RD-RD
IS: RTCW	Traffic Signals Upgrading (North)	No	Yes	No	No	Partly	Corporate	Multi wards	1-25	Internal	1 300 000	Internal	500 000	Internal	500 000	PH-RT-RD-RD
IS: RTCW	Minor Road Improvements: East	Yes	No	No	No	No	Corporate	Multi wards	78, 77, 80, 79, 81, 83, 82, 85, 84, 87, 86, 88, 31,	Internal	1 500 000	Internal	1 000 000	Internal	1 000 000	PH-RT-RD-RD
IS: RTCW	Stormwater improvements (Minor) (North)	No	No	No	No	No	Corporate	Multi wards	1-25	Internal	1 700 000	Internal	1 000 000	Internal	1 000 000	PH-RT-RD-RD
IS: RTCW	Closure Open Channels Kwatsaduza	Yes	No	No	Yes	No	Corporate	Multi wards	77-88	Internal	2 000 000	Internal	1 500 000	Internal	2 000 000	PH-RT-RD-RD
IS: RTCW	Tertiary Roads in Katlehong CF	Yes	Yes	No	No	No	Katlehong	Multi wards	40,41,47-51,54,58-63	Internal	2 000 000	Internal		Internal	6 800 000	PH-RT-RD-RD
IS: RTCW	Pedestrian Management Impl. (North)	Yes	No	No	Yes	No	Corporate	Multi wards	1-25	Internal	2 000 000	Internal	1 000 000	Internal	1 000 000	PH-RT-RD-RD

Department	Project Name	Is it a committed project? (Yes/No)	Has feasibility study been completed? (Yes/No)	Has the EIA been completed? (Yes/No)	Has Engineering Designs been completed? (Yes/No)	Departmental Construction (Yes/No)	CCC	Ward	Multi-wards	Source of Finance 2009/2010	Budget 2009/2010	Source of Finance 2010/2011	Budget 2010/2011	Source of Finance 2011/2012	Budget 2011/2012	IDP Ref Number
IS: RTCW	Rehabilitation of roads	No	Yes	No	No	No	Katlehong	Multi wards	40,41,47-51,54,58-63	Internal	3 500 000	Internal	6 000 000	Internal	11 000 000	PH-RT-RD-RD
IS: RTCW	Turnkey Stormwater	Yes	Yes	No	Yes	No	Corporate	Multi wards	1-14	Internal	3 962 653	Internal	1 000 000	Internal	1 000 000	PH-RT-RD-RD
IS: RTCW	Turnkey Stormwater	No	No	No	No	No	Corporate	Multi wards	1-14	Internal	3 962 653	Internal	1 640 000	Internal	3 640 000	PH-RT-RD-RD
IS: RTCW	Turnkey Stormwater	No	No	No	No	No	Corporate	Multi wards	1-14	Internal	3 962 653	Internal	8 000 000	Internal	20 000 000	PH-RT-RD-RD
IS: RTCW	East: Kwatshaduzza, Construction of Turnkey	No	No	No	No	No	Corporate	Multi wards	78,77,80,79,81,83,82,85,84,87,86,88,31,	Internal	5 000 000	Internal	2 000 000	Internal		PH-RT-RD-RD
IS: RTCW	Rehabilitate Roads in Eastern Region	No	Yes	No	No	No	Corporate	All wards		Internal	5 000 000	Internal	2 000 000	Internal	3 000 000	PH-RT-RD-RD
IS: RTCW	Tertiary roads in the Eastern Region	No	Yes	No	No	Yes	Corporate	All wards		Internal	5 000 000	Internal	2 000 000	Internal	3 000 000	PH-RT-RD-RD
IS: RTCW	SW Masterplan in Katlehong	Yes	Yes	No	No	No	Katlehong	Multi wards	40, 41, 47-51, 54, 58-63	Internal	6 000 000	MIG	10 000 000	MIG	10 000 000	PH-RT-RD-RD
IS: RTCW	Roads on Dolomite	No	Yes	No	No	Yes	Katlehong	Multi wards	40, 41, 47-51, 54, 58-63	Internal	6 500 000	Internal	6 000 000	Internal	6 000 000	PH-RT-RD-RD
IS: RTCW	Tertiary Rds South Dept Construction	Yes	Yes	No	No	Yes	Katlehong	Multi wards	40, 41, 47-51, 54, 58-63	Internal	8 000 000	Internal	7 000 000	Internal	5 700 000	PH-RT-RD-RD
IS: RTCW	Tertiary Roads in Katlehong MIG	Yes	Yes	No	No	No	Katlehong	Multi wards	40, 41, 47-51, 54, 58-63	MIG	20 284 867	MIG	15 000 000	MIG	15 000 000	PH-RT-RD-RD
IS: RTCW	South:Hans Meyer Dr,Widening Hans Myr Dr	No	No	No	No	No	Alberton	38		Internal		Internal		Internal	100 000	PH-RT-RD-RD
IS: RTCW	SW Masterplan Implemt in Katlehong	Yes	Yes	No	No	No	Katlehong	Multi wards	40, 41, 47-51, 54, 58-63	Internal		Internal		Internal	7 000 000	PH-RT-RD-RD
IS: RTCW	Phuthaditjaba Taxi Rank (Tokoza)	No	No	No	No	No	Thokoza	58		Internal		Internal		Internal	450 000	PH-RT-RD-RD
IS: RTCW	East: Kwatsaduzza Roads & Stormwater	No	No	No	No	No	Corporate	All wards		Internal		MIG	10 000 000	MIG	40 000 000	PH-RT-RD-RD
IS: RTCW	Ramaphosa Taxi Rank	No	No	No	No	No	Boksburg	42		Internal		Internal		Internal	450 000	PH-RT-RD-RD
IS: RTCW	C.K. Taxi Rank (Tsakane)	No	No	No	No	No	Tsakane	85		Internal		Internal		Internal	450 000	PH-RT-RD-RD
IS: RTCW	Traffic Calming (North)	No	No	No	No	Partly	Kempton Park	Multi wards	1-25	Internal	450 000	Internal	200 000	Internal	300 000	PH-RT-RD-RD
IS: RTCW	Turnkey Roads	Yes	Yes	No	Yes	No	Corporate	Multi wards	1-14	Internal	15 000 000	Internal	1 000 000	Internal	1 000 000	PH-RT-RD-RD
IS: RTCW	Turnkey Roads	No	No	No	No	No	Corporate	Multi wards	1-14	Internal	15 000 000	Internal	6 000 000	Internal	10 000 000	PH-RT-RD-RD

Department	Project Name	Is it a committed project? (Yes/No)	Has feasibility study been completed? (Yes/No)	Has the EIA been completed? (Yes/No)	Has Engineering Designs been completed? (Yes/No)	Departmental Construction (Yes/No)	CCC	Ward	Multi-wards	Source of Finance 2009/2010	Budget 2009/2010	Source of Finance 2010/2011	Budget 2010/2011	Source of Finance 2011/2012	Budget 2011/2012	IDP Ref Number
IS: RTCW	Turnkey Roads	No	No	No	No	No	Corporate	Multi wards	1-14	Internal	15 000 000	Internal	5 670 000	Internal	15 670 000	PH-RT-RD-RD
IS: RTCW	East: Daveyton, Etwatwa, Slovo Park and Welgedacht Roads & Stormwater	No	No	No	No	No	Corporate	All wards		MIG	20 000 000	MIG	10 000 000	MIG	40 000 000	PH-RT-RD-RD
IS: RTCW	Edenpark West Ext 1 Roads Constr	No	Yes	No	No	No	Thokoza	53		Internal		Internal		Internal	1 500 000	PH-RT-RD-RD
IS: RTCW	South: JG Strydom Road, Construct Road	No	No	No	No	No	Thokoza	53		Internal		Internal		Internal	320 000	PH-RT-RD-RD
IS: RTCW	Barcelona/Etwatwa	No	No	No	No	No	Etwatwa	Multi wards	26, 65, 66, 67	Internal		Internal		Internal	450 000	PH-RT-RD-RD
IS: RTCW	Sharon Park Taxi Rank	No	No	No	No	No	Nigel	88		Internal		Internal		Internal	450 000	PH-RT-RD-RD
IS: RTCW	Install Stormwater Culvert in Brenthurst	No	Yes	No	Yes	No	Brakpan	74		Internal		Internal	500 000	Internal		PH-RT-RD-RD
IS: RTCW	Vehicles	No	No	No	No	No	Vehicles	Operational Equipment		Internal		Internal	2 000 000	Internal	2 000 000	PH-RT-RD-RD
IS: RTCW	East: Chris Hani, Constr of Stormwater Sys	No	No	No	No	No	Daveyton	68		Internal		Internal		Internal	1 000 000	PH-RT-RD-RD
IS: RTCW	Provide Bicycle Facilities	No	No	No	No	No	Corporate	All wards	1 - 88	Internal		Internal		Internal	250 000	PH-RT-RD-RD
IS: RTCW	Moleleki Ext 1&2 Roads and SW CF	Yes	Yes	No	No	No	Katlehong	48		Internal		Internal		Internal	2 500 000	PH-RT-RD-RD
IS: RTCW	Gladiator Stormwater System Implement	No	No	No	No	No	Kempton Park	17		Internal		Internal		Internal	750 000	PH-RT-RD-RD
IS: RTCW	Pretoria Rd (K105) K121 to CR Swart	No	No	No	No	No	Kempton Park	Multi wards	15,16	Internal		Internal		Internal	500 000	PH-RT-RD-RD
IS: RTCW	East:Kwa-Thema, Implement of Stwater Sys	No	No	No	No	No	Kwa-Thema	77		Internal		Internal		Internal	1 000 000	PH-RT-RD-RD
IS: RTCW	East:Drsley,Upg Int Clover & Outiniqua Rds	No	No	No	No	No	Springs	72		Internal		Internal	500 000	Internal		PH-RT-RD-RD
IS: RTCW	East Springs,Upg of Int Mzumbe & West Rds	No	No	No	No	No	Springs	75		Internal		Internal	1 500 000	Internal		PH-RT-RD-RD
IS: RTCW	South:Thokoza & K/hong,Const of bridges Canal	No	No	No	No	No	Thokoza	Multi wards	52, 54, 56, 57, 58	Internal		Internal	150 000	Internal	1 500 000	PH-RT-RD-RD
IS: RTCW	Phola Park Roads and SW	No	Yes	No	No	Yes	Thokoza	58		Internal		Internal		Internal	1 000 000	PH-RT-RD-RD
IS: RTCW	Tertiary Roads in Vosloorus- Phase 3	No	No	No	No	No	Vosloorus	Multi wards	43, 44, 45, 46, 47, 64	Internal		MIG	2 500 000	MIG	2 500 000	PH-RT-RD-OP
IS: RTCW	Vosloorus x 28 Taxi Rank	No	Yes	No	No	No	Vosloorus	47		Internal		Internal	350 000	Internal	450 000	PH-RT-RD-RD

Department	Project Name	Is it a committed project? (Yes/No)	Has feasibility study been completed? (Yes/No)	Has the EIA been completed? (Yes/No)	Has Engineering Designs been completed? (Yes/No)	Departmental Construction (Yes/No)	CCC	Ward	Multi-wards	Source of Finance 2009/2010	Budget 2009/2010	Source of Finance 2010/2011	Budget 2010/2011	Source of Finance 2011/2012	Budget 2011/2012	IDP Ref Number
IS: RTCW	Pomona Roads (Constantia etc)	No	No	No	No	No	Kempton Park	23		Internal	50 000	Internal	500 000	Internal	1 500 000	PH-RT-RD-RD
IS: RTCW	Coin and Note Counters	No	No	No	No	No	Specialized Equipment	Operational Equipment		Internal	100 000	Internal		Internal		PH-RT-RD-OP
IS: RTCW	Smallholdings SW Masterplan Impl (North)	No	No	No	No	No	Kempton Park	Multi wards	15, 23, 25	Internal	100 000	Internal	500 000	Internal	500 000	PH-RT-RD-RD
IS: RTCW	Northrop Rd Stormwater System; Impala Park	No	No	No	No	No	Kempton Park	23		Internal	100 000	Internal	500 000	Internal	500 000	PH-RT-RD-RD
IS: RTCW	K27 Pedestrian Facilities C/F	Yes	Yes	No	Yes	No	Tembisa 2	Multi wards	1,2	Internal	100 000	Internal		Internal	500 000	PH-RT-RD-RD
IS: RTCW	Esangweni Pedestrian facilities/bridge	No	No	No	No	No	Tembisa	Multi wards	9 & 10	Internal	100 000	Internal	750 000	Internal	1 000 000	PH-RT-RD-RD
IS: RTCW	Raceview Stormwater Drainage	No	Yes	No	No	No	Alberton	37		Internal	150 000	Internal	5 000 000	Internal		PH-RT-RD-RD
IS: RTCW	St Austell Stormwater Drainage	No	Yes	No	No	No	Alberton	37		Internal	150 000	Internal	4 500 000	Internal		PH-RT-RD-RD
IS: RTCW	South H/berg rd Const bridge R/park Rama	No	No	No	No	No	Boksburg	34		Internal	150 000	Internal	150 000	Internal	4 000 000	PH-RT-RD-RD
IS: RTCW	Kraft Barbara Road Intersection Upgrade	No	No	No	No	No	Germiston	21		Internal	150 000	Internal	150 000	Internal	3 000 000	PH-RT-RD-RD
IS: RTCW	SW Upgrade Nasmith Rd, Driehoek	No	No	No	No	No	Germiston	36		Internal	150 000	Internal	120 000	Internal	1 600 000	PH-RT-RD-RD
IS: RTCW	South:R59 Thokoza Link:Upg of Thokoza AC	No	No	No	Yes	No	Thokoza	Multi wards	52, 53, 54	Internal	150 000	Internal	150 000	Internal	800 000	PH-RT-RD-RD
IS: RTCW	South:N3,Const pedes brid btw Map & Voslo	No	No	No	No	No	Vosloorus	44		Internal	150 000	Internal	150 000	Internal	4 200 000	PH-RT-RD-RD
IS: RTCW	K94: Trichardts to Rietfontein rd	No	No	No	No	No	Boksburg	22		Internal	200 000	Internal	100 000	Internal	500 000	PH-RT-RD-RD
IS: RTCW	Dr Vosloo Roads & SW Bartlett X40	No	No	No	No	No	Boksburg	22		Internal	200 000	Internal	500 000	Internal	2 000 000	PH-RT-RD-RD
IS: RTCW	All Black Rd: Anderbolt Construction of gravel portion	No	No	No	No	No	Boksburg	22		Internal	200 000	Internal	250 000	Internal	500 000	PH-RT-RD-RD
IS: RTCW	Hytor Rd Chlookop, Construction	No	No	No	No	No	Edenvale	12		Internal	200 000	Internal	500 000	Internal	2 000 000	PH-RT-RD-RD
IS: RTCW	Dan Nkabinde Rd: Reconstr of bridge	Yes	Yes	Yes	Yes	No	Tembisa	10		Internal	200 000	Internal		Internal		PH-RT-RD-RD
IS: RTCW	Elandsfontein, SW Implementation (North)	Yes	No	No	No	No	Kempton Park	17		Internal	200 000	Internal	1 000 000	Internal	1 500 000	PH-RT-RD-RD
IS: RTCW	Pomona Stormwater System	No	No	No	No	No	Kempton Park	Multi wards	23,24	Internal	200 000	Internal	250 000	Internal	700 000	PH-RT-RD-RD

Department	Project Name	Is it a committed project? (Yes/No)	Has feasibility study been completed? (Yes/No)	Has the EIA been completed? (Yes/No)	Has Engineering Designs been completed? (Yes/No)	Departmental Construction (Yes/No)	CCC	Ward	Multi-wards	Source of Finance 2009/2010	Budget 2009/2010	Source of Finance 2010/2011	Budget 2010/2011	Source of Finance 2011/2012	Budget 2011/2012	IDP Ref Number
IS: RTCW	Bergrivier Drive: Reconstruction & widening	No	No	No	No	No	Kempton Park	13		Internal	200 000	Internal	250 000	Internal	1 000 000	PH-RT-RD-RD
IS: RTCW	Tembisa Natural Watercourses upgrading	No	No	No	No	No	Tembisa	Multi wards	1-14	Internal	200 000	Internal	500 000	Internal	1 500 000	PH-RT-RD-RD
IS: RTCW	Kaal Spruit rehabilitation	No	No	No	No	No	Tembisa 2	1		Internal	200 000	Internal	250 000	Internal	1 000 000	PH-RT-RD-RD
IS: RTCW	Primrose Corridor Development	No	Yes	No	No	No	Germiston	21		Internal	250 000	Internal	150 000	Internal	500 000	PH-RT-RD-RD
IS: RTCW	Reconstruction of Niemann Road	No	Yes	No	No	No	Germiston	41		Internal	250 000	Internal	250 000	Internal	700 000	PH-RT-RD-RD
IS: RTCW	Doubling Barry Marais Rd	No	Yes	No	No	No	Vosloorus	43		Internal	250 000	Internal	250 000	Internal	250 000	PH-RT-RD-RD
IS: RTCW	Road Based SPTN for Tembisa 2010 (North)	Yes	Yes	No	Yes	No	Tembisa	Multi wards	2,5,6,7	Internal	300 000	Internal		Internal		PH-RT-RD-RD
IS: RTCW	Ancillary Vehicles	No	No	No	No	No	Vehicles	Operational Equipment		Internal	400 000	Internal		Internal		GG-GG-RD-OP
IS: RTCW	K220 Road System	No	No	No	No	No	Tembisa 2	1		Internal	400 000	Internal		Internal		PH-RT-RD-RD
IS: RTCW	Construction Alberton Retention Dam	No	No	No	No	No	Alberton	37		Internal	500 000	Internal		Internal		PH-RT-RD-RD
IS: RTCW	Upgrade of O'Reilly Merry Street	Yes	No	No	Yes	No	Benoni	27		Internal	500 000	Internal	2 000 000	Internal	2 000 000	PH-RT-RD-RD
IS: RTCW	Styx Road Improvements	Yes	No	No	Yes	No	Benoni	29		Internal	500 000	Internal	2 500 000	Internal		PH-RT-RD-RD
IS: RTCW	Construct N17/Trichardt's Interchange	No	Yes	No	Yes	No	Boksburg	32		Internal	500 000	Internal	500 000	Internal	1 000 000	PH-RT-RD-RD
IS: RTCW	Boksburg Civic Centre; Modernization of the lift system	No	No	No	No	No	Boksburg	32		Internal	500 000	Internal		Internal		GG-GG-FM-OP
IS: RTCW	Brakpan Station Taxi Rank	Yes	Yes	No	Yes	No	Brakpan	74		Internal	500 000	Internal	500 000	Internal		PH-RT-RD-RD
IS: RTCW	Bedfordview Stormwater Protection	No	No	No	No	No	Edenvale	20		Internal	500 000	Internal	2 000 000	Internal	2 000 000	PH-RT-RD-RD
IS: RTCW	Sidewalks General (Boksburg CCC)	No	No	No	No	No	Boksburg	Multi wards	22, 32, 33, 34, 42	Internal	500 000	Internal	600 000	Internal	730 000	PH-RT-RD-RD
IS: RTCW	Sidewalks General (Germiston CCC)	No	No	No	No	No	Germiston	Multi wards	21, 35, 36, 39, 41	Internal	500 000	Internal	600 000	Internal	750 000	PH-RT-RD-RD
IS: RTCW	Sidewalks General (Katllehong CCC)	No	No	No	No	No	Katllehong	Multi wards	40, 48, 49, 50, 51, 55	Internal	500 000	Internal	600 000	Internal	800 000	PH-RT-RD-RD
IS: RTCW	Sidewalks General (2Katllehong CCC)	No	No	No	No	No	Katllehong 2	Multi wards	59, 60, 61, 62, 63	Internal	500 000	Internal	600 000	Internal	800 000	PH-RT-RD-RD

Department	Project Name	Is it a committed project? (Yes/No)	Has feasibility study been completed? (Yes/No)	Has the EIA been completed? (Yes/No)	Has Engineering Designs been completed? (Yes/No)	Departmental Construction (Yes/No)	CCC	Ward	Multi-wards	Source of Finance 2009/2010	Budget 2009/2010	Source of Finance 2010/2011	Budget 2010/2011	Source of Finance 2011/2012	Budget 2011/2012	IDP Ref Number
IS: RTCW	Sidewalks General (Vosloorus CCC)	No	No	No	No	No	Vosloorus	Multi wards	43, 44, 45, 46, 47, 64	Internal	500 000	Internal	600 000	Internal	800 000	PH-RT-RD-RD
IS: RTCW	Sidewalks General (Thokoza CCC)	No	No	No	No	No	Thokoza	Multi wards	52, 54, 56, 57, 58	Internal	500 000	Internal	600 000	Internal	800 000	PH-RT-RD-RD
IS: RTCW	HOV lanes between Tembisa & Isando/Kempton	No	Yes	No	No	No	Kempton Park	Multi wards	13, 15, 16, 17, 22, 23, 24	Internal	500 000	Internal		Internal		PH-RT-RD-RD
IS: RTCW	First Road Brakpan Stormwater	Yes	No	No	Yes	No	Brakpan	75		Internal	500 000	Internal	1 000 000	Internal		PH-RT-RD-RD
IS: RTCW	Provide Thokoza Entrance Taxi Rank	Yes	Yes	No	Yes	No	Thokoza	52		Internal	500 000	Internal	1 100 000	Internal	450 000	PH-RT-RD-RD
IS: RTCW	East: Construction of Stormwater Outfall Sandpan Areas	No	No	No	No	No	Benoni	27		Internal	600 000	Internal	4 000 000	Internal	2 000 000	PH-RT-RD-RD
IS: RTCW	SW Upgrade Klippoortje	No	Yes	No	Yes	No	Germiston	41		Internal	650 000	Internal		Internal		PH-RT-RD-RD
IS: RTCW	Parking area on erven 733 and 734 Elspark	No	No	No	No	No	Germiston	42		Internal	750 000	Internal		Internal		PH-RT-RD-RD
IS: RTCW	East Duduza, Plan Link Rd K136 & Rd 1894	No	No	No	No	No	Kwa-Thema	81		Internal	800 000	Internal	500 000	Internal		PH-RT-RD-RD
IS: RTCW	Upgrading of Germiston Bus Depot	No	No	No	No	No	Germiston	21		Internal	900 000	Internal		Internal		PH-RT-RD-RD
IS: RTCW	Khama Road Wattville Construction	Yes	No	No	Yes	No	Benoni	30		Internal	1 000 000	Internal	2 000 000	Internal	2 000 000	PH-RT-RD-RD
IS: RTCW	Contribution Township Development	No	No	No	No	No	Corporate	All wards		Internal	1 000 000	Internal	1 000 000	Internal	1 000 000	PH-RT-RD-RD
IS: RTCW	Armoured Mobile Ticket Vehicles	No	No	No	No	No	Specialized Vehicles	Operational Equipment		Internal	1 000 000	Internal		Internal		GG-GG-RD-OP
IS: RTCW	Construct Flamboyant st west, Goedeburg	No	No	No	No	No	Benoni	24		Internal	1 000 000	Internal	1 000 000	Internal		PH-RT-RD-RD
IS: RTCW	Township Develop:Ext Services ex Contributions	No	No	No	No	No	Corporate	All wards		Internal	1 000 000	Internal	1 000 000	Internal	1 000 000	PH-RT-RD-RD
IS: RTCW	Upgrading Germiston Station Taxi Rank	Yes	Yes	No	Yes	No	Germiston	35		Internal	1 000 000	Internal	1 000 000	Internal	450 000	PH-RT-RD-OP
IS: RTCW	South: Kattlehong & Thokoza, Lining of Canal between Kattlehong and Thokoza	No	No	No	No	No	Thokoza	Multi wards	50, 52, 54	Internal	1 000 000	Internal		Internal	1 500 000	PH-RT-RD-RD
IS: RTCW	Township Develop:Ext Services ex Contributions (North)	Yes	No	No	No	No	Corporate	All wards		Internal	1 000 000	Internal	500 000	Internal	500 000	PH-RT-RD-RD
IS: RTCW	Rehabilitation of Roads (North)	No	No	No	No	No	Kempton Park	Multi wards	13, 15, 16, 17, 22, 23, 24	Internal	1 000 000	Internal	250 000	Internal	500 000	PH-RT-RD-RD
IS: RTCW	Rover St Widening in Henville	Yes	Yes	No	No	No	Kempton Park	17		Internal	1 000 000	Internal		Internal		PH-RT-RD-RD

Department	Project Name	Is it a committed project? (Yes/No)	Has feasibility study been completed? (Yes/No)	Has the EIA been completed? (Yes/No)	Has Engineering Designs been completed? (Yes/No)	Departmental Construction (Yes/No)	CCC	Ward	Multi-wards	Source of Finance 2009/2010	Budget 2009/2010	Source of Finance 2010/2011	Budget 2010/2011	Source of Finance 2011/2012	Budget 2011/2012	IDP Ref Number
IS: RTCW	Provision Isando Taxi Rank	Yes	Yes	No	Yes	No	Kempton Park	17		Internal	1 000 000	Internal		Internal		PH-RT-RD-OP
IS: RTCW	Rehabilitate Dam Spillways	Yes	Yes	Yes	Yes	No	Brakpan	75		Internal	1 000 000	Internal	1 000 000	Internal	1 000 000	PH-RT-RD-RD
IS: RTCW	Stormwater Upgrading Thintwa	No	No	No	No	No	Thokoza	56		Internal	1 000 000	Internal	1 000 000	Internal	1 000 000	PH-RT-RD-RD
IS: RTCW	Centralized Municipal Bus Depot	No	No	No	No	No	Corporate	All wards		Internal	1 108 970	Internal	500 000	Internal	4 600 000	PH-RT-RD-RD
IS: RTCW	Meyersdal X12 Access Road	No	No	No	No	No	Alberton	38		Internal	1 200 000	Internal		Internal		PH-RT-RD-RD
IS: RTCW	Bus Wash Machine Boksburg Depot	No	No	No	No	No	Boksburg	32		Internal	1 200 000	Internal		Internal		GG-GG-RD-OP
IS: RTCW	Acquisition of land in Norton Small Farms	No	No	No	No	No	Germiston	39		Internal	1 310 000	Internal		Internal		PH-RT-RD-RD
IS: RTCW	Widen Blue Crane Rd	No	Yes	No	No	Yes	Alberton	38		Internal	1 500 000	Internal		Internal		PH-RT-RD-RD
IS: RTCW	Trichardt's Rd from North Rand to Impala Park	Yes	Yes	No	No	No	Boksburg	22		Internal	1 500 000	Internal	1 000 000	Internal	1 000 000	PH-RT-RD-RD
IS: RTCW	Compliancy, Traffic Signals	No	Yes	No	No	Partly	Corporate	All wards		Internal	1 500 000	Internal		Internal		PH-RT-RD-RD
IS: RTCW	Compliancy, Road Signs (GD and Route numbers)	No	Yes	No	Yes	Partly	Corporate	All wards		Internal	1 500 000	Internal		Internal		PH-RT-RD-RD
IS: RTCW	Office Furniture	No	No	No	No	No	Furniture	Operational Equipment		Internal	1 125 000	Internal	793 000	Internal	446 300	GG-GG-RD-OP
IS: RTCW	Magagula Heights Road and SW Phase4	Yes	Yes	No	No	No	Katlehong 2	62		MIG	1 500 000	MIG	1 500 000	MIG		PH-RT-RD-RD
IS: RTCW	Croydon Bulk SW System	Yes	Yes	Yes	No	No	Kempton Park	17		Internal	1 500 000	Internal	500 000	Internal	500 000	PH-RT-RD-RD
IS: RTCW	Soutpansberg Drive Intersect Upgrading	Yes	Yes	No	Yes	No	Kempton Park	16		Internal	1 500 000	Internal	100 000	Internal		PH-RT-RD-RD
IS: RTCW	Oakmoor Taxi Rank B C/F	Yes	Yes	No	Yes	No	Tembisa 2	4		Internal	1 500 000	Internal		Internal		PH-RT-RD-RD
IS: RTCW	Thokoza Stormwater Drainage Masterplan Implementation	No	No	No	No	No	Thokoza	Multi wards	52, 54, 56, 57, 58	MIG	1 500 000	MIG	2 500 000	MIG	3 500 000	PH-RT-RD-OP
IS: RTCW	Tertiary roads Thokoza	No	No	No	No	No	Thokoza	Multi wards	52, 54, 56, 57, 58	Internal	1 500 000	Internal		Internal	2 100 000	PH-RT-RD-RD
IS: RTCW	Upgrading of Boksburg Bus Depot	No	No	No	No	No	Boksburg	32		Internal	1 650 000	Internal		Internal		PH-RT-RD-RD
IS: RTCW	Upgrading of Agric Holding Roads (North)	No	No	No	No	No	Kempton Park	Multi wards	15, 23, 25	Internal	1 700 000	Internal	1 000 000	Internal	1 000 000	PH-RT-RD-RD

Department	Project Name	Is it a committed project? (Yes/No)	Has feasibility study been completed? (Yes/No)	Has the EIA been completed? (Yes/No)	Has Engineering Designs been completed? (Yes/No)	Departmental Construction (Yes/No)	CCC	Ward	Multi-wards	Source of Finance 2009/2010	Budget 2009/2010	Source of Finance 2010/2011	Budget 2010/2011	Source of Finance 2011/2012	Budget 2011/2012	IDP Ref Number
IS: RTCW	Alberton : Motorization of the lift system	No	No	No	No	No	Alberton	37		Internal	2 000 000	Internal		Internal		GG-GG-FM-OP
IS: RTCW	ICT Equipment	No	No	No	No	No	ICT Equipment	Operational Equipment		Internal	2 000 000	Internal	1 500 000	Internal	1 000 000	GG-GG-RD-OP
IS: RTCW	Replace lifts in the springs civic centre	No	No	No	No	No	Springs	75		Internal	2 000 000	Internal	2 000 000	Internal		GG-GG-FM-OP
IS: RTCW	Replace A/C system in Springs Civic	No	No	No	No	No	Springs	75		Internal	2 000 000	Internal	2 000 000	Internal		GG-GG-FM-OP
IS: RTCW	Bedfordview, Geometric Rd Improvement	Yes	Yes	No	Yes	No	Edenvale	20		Internal	2 000 000	Internal	500 000	Internal	1 000 000	PH-RT-RD-RD
IS: RTCW	East Puffontein, Upgr of First Road	No	No	No	No	No	Benoni	24		Internal	2 000 000	Internal	1 000 000	Internal	1 000 000	PH-RT-RD-RD
IS: RTCW	Reconstruct Davidson Road	No	Yes	No	No	No	Germiston	39		Internal	2 000 000	Internal	8 000 000	Internal		PH-RT-RD-RD
IS: RTCW	Atlasville Spruit flood management	No	No	No	No	No	Kempton Park	23		Internal	2 000 000	Internal	1 500 000	Internal	5 000 000	PH-RT-RD-RD
IS: RTCW	Tembisa Depot Upgrading	No	No	No	Yes	No	Tembisa	8		Internal	2 000 000	Internal	2 000 000	Internal	3 000 000	PH-RT-RD-RD
IS: RTCW	Oakmoor Taxi Rank (MIG)	Yes	Yes	No	Yes	No	Tembisa 2	4		MIG	2 000 000	Internal		Internal		PH-RT-RD-RD
IS: RTCW	East, Implementation of HOV lane between Daveyton and Benoni CBD	No	Yes	No	No	No	Daveyton	Multi wards	24, 71	Internal	2 000 000	Internal	3 000 000	Internal	3 000 000	PH-RT-RD-RD
IS: RTCW	Specialised Equipments	No	No	No	No	No	Specialized Equipment	Operational Equipment		Internal	2 500 000	Internal	5 000 000	Internal	7 500 000	PH-RT-RD-OP
IS: RTCW	Bluegumview Taxi Rank	Yes	Yes	No	Yes	No	Duduza	86		Internal	2 500 000	Internal	1 000 000	Internal		PH-RT-RD-RD
IS: RTCW	Swartsspruit Rehabilitation: Kempton Park	Yes	Yes	Yes	No	No	Kempton Park	Multi wards	16, 17	Internal	2 500 000	Internal	3 500 000	Internal	3 000 000	PH-RT-RD-RD
IS: RTCW	Brakpan Dam Overflow	Yes	No	No	No	No	Brakpan	75		Internal	2 500 000	Internal	1 000 000	Internal		PH-RT-RD-RD
IS: RTCW	Pola Park Roads and SW: MIG	Yes	Yes	No	No	No	Thokoza	58		MIG	2 500 000	Internal		Internal		PH-RT-RD-RD
IS: RTCW	Constr. Of Small Holding Roads	Yes	No	No	No	No	Benoni	Multi wards	24, 25, 27, 31	Internal	3 000 000	Internal	2 000 000	Internal	3 000 000	PH-RT-RD-RD
IS: RTCW	Construct Section K86 (Single Carriageway)	No	Yes	No	No	No	Benoni	24		Internal	3 000 000	Internal	1 000 000	Internal	1 000 000	PH-RT-RD-RD
IS: RTCW	Bhengu Street Stormwater	Yes	No	No	Yes	No	Daveyton	70		Internal	3 000 000	Internal	3 000 000	Internal	2 000 000	PH-RT-RD-RD
IS: RTCW	East:Benoni, Const of S W Outfall Rynfld	No	No	No	No	No	Benoni	27		Internal	3 000 000	Internal	1 500 000	Internal	4 000 000	PH-RT-RD-RD

Department	Project Name	Is it a committed project? (Yes/No)	Has feasibility study been completed? (Yes/No)	Has the EIA been completed? (Yes/No)	Has Engineering Designs been completed? (Yes/No)	Departmental Construction (Yes/No)	CCC	Ward	Multi-wards	Source of Finance 2009/2010	Budget 2009/2010	Source of Finance 2010/2011	Budget 2010/2011	Source of Finance 2011/2012	Budget 2011/2012	IDP Ref Number
IS: RTCW	Ravenswood Rd Construction	Yes	Yes	Yes	Yes	No	Boksburg	22		Internal	3 000 000	Internal	1 500 000	Internal		PH-RT-RD-RD
IS: RTCW	East:Brakpan, Const of Farghurson Road	No	No	No	No	No	Brakpan	74		Internal	3 000 000	Internal	1 000 000	Internal		PH-RT-RD-RD
IS: RTCW	Sonneveld Stormwater Upgrading	Yes	No	No	Yes	No	Brakpan	74		Internal	3 000 000	Internal		Internal		PH-RT-RD-RD
IS: RTCW	Harmelia Dam System Implementation	Yes	Yes	Yes	Yes	No	Edenvale	18		Internal	3 000 000	Internal	2 000 000	Internal	1 500 000	PH-RT-RD-RD
IS: RTCW	Geometric Road Improvements (North)	Yes	Yes	No	Yes	No	Edenvale	Multi wards	19, 20	Internal	3 000 000	Internal	1 000 000	Internal	1 000 000	PH-RT-RD-RD
IS: RTCW	K115 Brabazon to Modderfontein Rd	No	Yes	No	No	No	Kempton Park	17		Internal	3 000 000	Internal	500 000	Internal	1 000 000	PH-RT-RD-RD
IS: RTCW	Road Based SPTN for Vosloorus 2010	No	No	No	No	No	Vosloorus	Multi wards	44-47, 64	Other National Grants	3 000 000	Other National Grants	5 000 000	Other National Grants		PH-RT-RD-RD
IS: RTCW	New Roads Depot: Vosloorus	No	Yes	No	No	No	Vosloorus	44		Internal	3 000 000	Internal	2 500 000	Internal		PH-RT-RD-RD
IS: RTCW	Provide Dunswart station modal transfer facility	No	Yes	No	No	No	Benoni	29		Other National Grants	3 200 000	Internal		Internal		PH-RT-RD-OP
IS: RTCW	Township Develop:Ext Services (North)	Yes	No	No	No	No	Corporate	All wards		Internal	3 500 000	Internal	1 000 000	Internal	1 000 000	PH-RT-RD-RD
IS: RTCW	Du Plessis Taxi Rank	Yes	Yes	No	Yes	No	Alberton	37		Internal	4 000 000	Internal	500 000	Internal		PH-RT-RD-RD
IS: RTCW	Construct Daveyton CBD/N12 Interchange	Yes	Yes	No	No	No	Daveyton	Multi wards	71, 73	Internal	4 000 000	Internal	2 000 000	Internal	2 000 000	PH-RT-RD-RD
IS: RTCW	Pretoria Road Upgrading	Yes	No	No	No	No	Benoni	27		Internal	4 000 000	Internal	3 000 000	Internal	1 000 000	PH-RT-RD-RD
IS: RTCW	Witfield SW System	Yes	No	No	No	No	Boksburg	22		Internal	4 000 000	Internal	1 000 000	Internal		PH-RT-RD-RD
IS: RTCW	Daveyton Station Taxi Rank (C/F)	Yes	Yes	No	Yes	No	Daveyton	70		Internal	4 000 000	Internal		Internal		PH-RT-RD-OP
IS: RTCW	Germiston Civic Centre: Upgrade of the air conditioner control system	No	No	No	No	No	Germiston	36		Internal	4 000 000	Internal	7 000 000	Internal		GG-GG-FM-OP
IS: RTCW	Quinine Rd Stormwater System	Yes	No	No	Yes	No	Kempton Park	15		Internal	4 000 000	Internal	1 000 000	Internal	1 000 000	PH-RT-RD-RD
IS: RTCW	Impl Kempton park station modal INT	Yes	Yes	No	Yes	No	Kempton Park	16		Other National Grants	4 000 000	Internal		Internal		PH-RT-RD-OP
IS: RTCW	East: Construction of Roads & Stormwater Payneville & Slovo Park	No	No	No	No	No	Springs	72		Internal	4 000 000	Internal	4 000 000	Internal	4 000 000	PH-RT-RD-RD
IS: RTCW	Upgrade Daveyton CBD Taxi Rank	Yes	Yes	No	Yes	No	Daveyton	70		Internal	4 500 000	Internal	1 000 000	Internal		PH-RT-RD-RD

Department	Project Name	Is it a committed project? (Yes/No)	Has feasibility study been completed? (Yes/No)	Has the EIA been completed? (Yes/No)	Has Engineering Designs been completed? (Yes/No)	Departmental Construction (Yes/No)	CCC	Ward	Multi-wards	Source of Finance 2009/2010	Budget 2009/2010	Source of Finance 2010/2011	Budget 2010/2011	Source of Finance 2011/2012	Budget 2011/2012	IDP Ref Number
IS: RTCW	Provide Springs station modal transfer facility	Yes	Yes	No	Yes	No	Springs	75		Other National Grants	4 800 000	Internal		Internal		PH-RT-RD-OP
IS: RTCW	East: Daveyton and Etwatwa, Construction of Turnkey	No	No	No	No	No	Daveyton	Multi wards	25, 71, 70, 69, 68, 72, 67, 26, 66, 65,	Internal	5 000 000	Internal	2 000 000	Internal		PH-RT-RD-RD
IS: RTCW	East, Construction of K86	No	Yes	No	No	No	Benoni	Multi wards	27, 71	Internal	5 000 000	Internal	5 000 000	Internal	3 000 000	PH-RT-RD-RD
IS: RTCW	Isandovale,Erosion Protection Impl (North)	Yes	No	Yes	Yes	No	Edenvale	18		Internal	5 000 000	Internal	5 000 000	Internal	1 000 000	PH-RT-RD-RD
IS: RTCW	Kempton Park Depot	No	Yes	No	Yes	No	Kempton Park	16		Internal	5 000 000	Internal	2 000 000	Internal	2 300 000	PH-RT-RD-RD
IS: RTCW	Rhodesfield Road System	No	No	No	No	No	Kempton Park	17		Internal	5 000 000	Internal	2 500 000	Internal	4 000 000	PH-RT-RD-RD
IS: RTCW	Daveyton Station Taxi Rank	Yes	Yes	No	Yes	No	Daveyton	70		Other National Grants	5 110 000	Internal		Internal		PH-RT-RD-OP
IS: RTCW	East: Wattville, Leachville and Kingsway, Construction of Turnkey	No	No	No	No	No	Benoni	30		Internal	5 500 000	Internal	2 500 000	Internal	3 000 000	PH-RT-RD-RD
IS: RTCW	Other Equipment	No	No	No	No	No	Other Equipment	Operational Equipment		Internal	7 000 000	Internal	400 000	Internal	500 000	GG-GG-RD-OP
IS: RTCW	Eastleigh Spruit Channel	Yes	Yes	Yes	No	No	Edenvale	Multi wards	18, 19	Internal	7 000 000	Internal	1 500 000	Internal	3 000 000	PH-RT-RD-RD
IS: RTCW	Barbara Roads Reconstruction (North)	Yes	Yes	No	Yes	No	Kempton Park	17		Internal	7 000 000	Internal	1 000 000	Internal		PH-RT-RD-RD
IS: RTCW	Greater Tembisa Roads and SW C/F	Yes	Yes	No	Yes	No	Tembisa	Multi wards	1-14	Internal	7 000 000	Internal	10 000 000	Internal	10 000 000	PH-RT-RD-RD
IS: RTCW	Integrated Rapid Public Transport Network(IRPTN)	No	No	No	No	No	Corporate	All wards		Other National Grants	7 635 000	Other National Grants	27 700 000	Other National Grants	63 500 000	PH-RT-RD-RD
IS: RTCW	Provide Springs Station Modal Trnsfr	Yes	No	No	No	No	Springs	75		Internal	8 100 000	Internal		Internal		PH-RT-RD-RD
IS: RTCW	South:Moore Str,Const btw Lantern & Osborn	No	No	No	No	No	Germiston	39		Internal	8 600 000	Internal		Internal		PH-RT-RD-RD
IS: RTCW	Northern Access Road to Katlehong	No	No	No	No	No	Katlehong	40		MIG	10 600 000	Internal		Internal		PH-RT-RD-RD
IS: RTCW	Replace Municipal buses	Yes	No	No	No	No	Specialized Vehicles	Operational Equipment		Internal	15 000 000	Internal	5 000 000	Internal	4 000 000	PH-RT-RD-RD
IS: RTCW	East: Wattville, Leachville and Kingsway Roads & Stormwater	No	No	No	No	No	Benoni	30		MIG	19 578 947	MIG	10 000 000	MIG	10 000 000	PH-RT-RD-RD
IS: RTCW	Northern Access Rd to Katlehong	No	Yes	No	Yes	No	Katlehong	40		Internal	22 000 000	Internal		Internal		PH-RT-RD-RD

Department	Project Name	Is it a committed project? (Yes/No)	Has feasibility study been completed? (Yes/No)	Has the EIA been completed? (Yes/No)	Has Engineering Designs been completed? (Yes/No)	Departmental Construction (Yes/No)	CCC	Ward	Multi-wards	Source of Finance 2009/2010	Budget 2009/2010	Source of Finance 2010/2011	Budget 2010/2011	Source of Finance 2011/2012	Budget 2011/2012	IDP Ref Number
IS: RTCW	Albertina Sisulu (R21) Express Way System Implementation	Yes	Yes	Yes	Yes	No	Kempton Park	17		Internal	25 000 000	Internal	13 000 000	Internal	10 000 000	PH-RT-RD-RD
IS: RTCW	Greater Tembisa Roads and SW MIG	Yes	Yes	No	Yes	No	Tembisa	Multi wards	1-14	MIG	30 000 000	MIG	40 000 000	MIG	40 000 000	PH-RT-RD-RD
IS: RTCW	Construction Garfield Road	No	Yes	No	Yes	No	Alberton	38		Internal		Internal		Internal	500 000	PH-RT-RD-RD
IS: RTCW	New Market Park Stormwater Drainage	No	Yes	No	No	No	Alberton	38		Internal		Internal	5 500 000	Internal		PH-RT-RD-RD
IS: RTCW	Provide Dunswart Station Modal Trms Fac	No	Yes	No	Yes	No	Benoni	29		Internal		Internal	500 000	Internal	450 000	PH-RT-RD-RD
IS: RTCW	First Road/Tulbach Rd Link	No	No	No	No	No	Benoni	24		Internal		Internal		Internal	250 000	PH-RT-RD-RD
IS: RTCW	First Road/Acacia construction: Future project	No	No	No	No	No	Benoni	24		Internal		Internal		Internal	100 000	PH-RT-RD-RD
IS: RTCW	Ridge Road widening Bartlett	No	No	No	No	No	Boksburg	22		Internal		Internal		Internal	250 000	PH-RT-RD-RD
IS: RTCW	North Rand Rd widening: Rietfontein to Pretoria	No	No	No	No	No	Boksburg	22		Internal		Internal		Internal	250 000	PH-RT-RD-RD
IS: RTCW	Provide Boksburg Station Modal Trms Fac.	Yes	Yes	No	Yes	No	Boksburg	32		Internal		Internal	1 000 000	Internal		PH-RT-RD-RD
IS: RTCW	Additional MIG Projects	No	No	No	No	No	Corporate	All wards		MIG		MIG	71 571 000	MIG	11 973 000	PH-RT-RD-RD
IS: RTCW	South:Lower Boksburg rd,Con pedes bridge	No	No	No	No	No	Boksburg	Multi wards	33, 34	Internal		Internal		Internal	100 000	PH-RT-RD-RD
IS: RTCW	Rondebult Taxi Rank	No	No	No	No	No	Germiston	41		Internal		Internal	350 000	Internal	450 000	PH-RT-RD-RD
IS: RTCW	Moleleki X 1 and 2 Roads and Stormwater	No	No	No	No	No	Katlehong	48		Internal		Internal		MIG	2 000 000	PH-RT-RD-RD
IS: RTCW	Install SW in Palm Ridge	Yes	Yes	No	No	No	Katlehong 2	61		Internal		MIG	1 700 000	MIG	2 000 000	PH-RT-RD-RD
IS: RTCW	Rehabilitation of Daveyton Quarry	Yes	Yes	No	YES	No	Daveyton	70		MIG		MIG		MIG	1 000 000	PH-RT-RD-RD
IS: RTCW	Tunney Rds: Brollo rd	No	No	No	No	No	Kempton Park	17		Internal		Internal		Internal	500 000	PH-RT-RD-RD
IS: RTCW	Monument Rd: Dann to Braambos Doubling	No	No	No	No	No	Kempton Park	15		Internal		Internal		Internal	500 000	PH-RT-RD-RD
IS: RTCW	Pongola Rd Extension to Oranjerivier Dr	No	No	No	No	No	Kempton Park	13		Internal		Internal		Internal	200 000	PH-RT-RD-RD
IS: RTCW	Oakmoor East Bus Terminus	No	Yes	No	No	No	Tembisa 2	4		Internal		Internal	500 000	Internal		PH-RT-RD-RD

Department	Project Name	Is it a committed project? (Yes/No)	Has feasibility study been completed? (Yes/No)	Has the EIA been completed? (Yes/No)	Has Engineering Designs been completed? (Yes/No)	Departmental Construction (Yes/No)	CCC	Ward	Multi-wards	Source of Finance 2009/2010	Budget 2009/2010	Source of Finance 2010/2011	Budget 2010/2011	Source of Finance 2011/2012	Budget 2011/2012	IDP Ref Number
IS: RTCW	Tertiary Roads in Thokoza- Phase 3	No	No	No	No	No	Thokoza	Multi wards	52, 54, 56, 57, 58	Internal		MIG	7 500 000	MIG	10 000 000	PH-RT-RD-OP
IS: RTCW	Stomwater M/Plan Tokoza	No	Yes	No	No	No	Thokoza	Multi wards	52, 54, 56, 57, 58	Internal		Internal		Internal	2 000 000	PH-RT-RD-RD
IS: RTCW	Provide Palm Ridge Taxi Rank	No	No	No	No	No	Katlehong 2	61		Internal		Internal	350 000	Internal	450 000	PH-RT-RD-RD
IS: RTCW	Kingsway Leachville: Roads & SW	No	No	No	No	No	Brakpan	31		Internal		MIG	10 000 000	MIG	10 000 000	PH-RT-RD-OP
IS: RTCW	SW in Vosloorus	No	Yes	No	No	No	Vosloorus	Multi wards	43-47, 64	Internal		Internal		Internal	2 000 000	PH-RT-RD-RD
IS: RTCW	Provide Windmill Park Taxi Rank	No	No	No	No	No	Vosloorus	43		Internal		Internal	350 000	Internal	450 000	PH-RT-RD-RD
IS: Water and Wastewater	Pomona: New bulk water supply to Kempton Park East	No	No	No	No	No	Kempton Park	Multi wards	23,24,27	Internal	200 000	Internal	1 000 000	Internal	2 000 000	PH-SE-WW-OT
IS: Water and Wastewater	Benoni: Bulk Water : Upgrade Kimbolton Rd	No	No	No	No	No	Benoni	Multi wards	28, 29	Internal		Internal	50 000	Internal	100 000	PH-GG-WW-OT
IS: Water and Wastewater	Benoni: Van Ryn Small Farms Water Supply	No	No	No	No	No	Benoni	24		Internal		Internal	50 000	Internal	100 000	PH-SE-WW-OT
IS: Water and Wastewater	Benoni: Chief Luthuli Park Bulk Water	No	No	No	No	No	Benoni	24		Internal		Internal	50 000	Internal	150 000	PH-SE-WW-OT
IS: Water and Wastewater	Benoni: Rynfield X10 New Sewer P/S	No	No	No	No	No	Benoni	27		Internal		Internal	50 000	Internal	100 000	PH-SE-WW-OT
IS: Water and Wastewater	Benoni: Wattville Water Upgrade	No	No	No	No	No	Benoni	30		Internal		Internal	50 000	Internal	100 000	PH-SE-WW-OT
IS: Water and Wastewater	Reiger Park: Decommission sewer p/station	No	No	No	No	No	Boksburg	Multi wards	34, 32	Internal		Internal	200 000	Internal	200 000	PH-SE-WW-OT
IS: Water and Wastewater	Construct new water supply (Atlas Rd)	No	Yes	No	No	No	Boksburg	22		Internal		Internal	100 000	Internal	100 000	PH-SE-WW-OT
IS: Water and Wastewater	Benoni: Dewald Hatting Park Water Upgrade	No	No	No	No	No	Benoni	73		Internal		Internal	50 000	Internal	100 000	PH-SE-WW-OT
IS: Water and Wastewater	Install comb meters Industrial areas	No	Yes	No	Yes	No	Corporate	All wards		Internal		Internal	1 000 000	Internal	3 000 000	PH-SE-WW-OT
IS: Water and Wastewater	Germiston: Supply To Russel Rd Reservoir	No	No	No	No	No	Germiston	36		Internal		Internal	50 000	Internal	100 000	PH-SE-WW-OT
IS: Water and Wastewater	Alberton: Install new OF Huntersfield	No	No	No	No	No	Katlehong	Multi wards	40, 50, 51	Internal		Internal	50 000	Internal	2 000 000	PH-SE-WW-OT
IS: Water and Wastewater	Palm Ridge:Identify, Design, implement and construct a supply line and reservoir	No	No	No	No	No	Katlehong 2	61		Internal		Internal	200 000	Internal	500 000	PH-SE-WW-OT
IS: Water and Wastewater	Vosloorus: Brakpan/Vosloorus regional OF dev	No	No	No	No	No	Vosloorus	64		Internal		Internal	50 000	Internal	100 000	PH-SE-WW-OT

Department	Project Name	Is it a committed project? (Yes/No)	Has feasibility study been completed? (Yes/No)	Has the EIA been completed? (Yes/No)	Has Engineering Designs been completed? (Yes/No)	Departmental Construction (Yes/No)	CCC	Ward	Multi-wards	Source of Finance 2009/2010	Budget 2009/2010	Source of Finance 2010/2011	Budget 2010/2011	Source of Finance 2011/2012	Budget 2011/2012	IDP Ref Number
IS: Water and Wastewater	Vosloorus: Brakpan/Vosloorus regional OF dev	No	No	No	No	No	Vosloorus	64		Internal		MIG		MIG	100 000	PH-SE-WW-OT
IS: Water and Wastewater	Nigel: Dunnottar Upgrade Water P/S	No	No	No	No	No	Nigel	Multi wards	81, 88	Internal		Internal	500 000	Internal	500 000	PH-SS-WW-OT
IS: Water and Wastewater	Springs: Modder East Outfall Sewer	No	No	No	No	No	Springs	Multi wards	72, 73	Internal		Internal	50 000	Internal	100 000	PH-SE-WW-OT
IS: Water and Wastewater	Install Water Network: Grootvaly S.H.	No	Yes	No	No	No	Springs	76		Internal		Internal	50 000	Internal	50 000	PH-SE-WW-OT
IS: Water and Wastewater	Springs: Casseldale Upgrade P/S	No	No	No	No	No	Springs	76		Internal		Internal	50 000	Internal	100 000	PH-SE-WW-OT
IS: Water and Wastewater	Ne District: Emergency Equipment At P/S	No	No	No	Yes	No	Benoni	24		Internal		Internal	1 500 000	Internal	1 000 000	PH-SE-WW-OT
IS: Water and Wastewater	Tembisa: Western OF sewer	No	No	No	Yes	No	Tembisa	10		Internal		MIG	3 850 000	Internal		PH-SE-WW-OT
IS: Water and Wastewater	Repl Tembisa Main Outfall Sewer Teanong	Yes	No	Yes	Yes	No	Tembisa	10		Internal		MIG	200 000	Internal		PH-SE-WW-OT
IS: Water and Wastewater	Clayville: New reservoir	No	No	No	No	No	Tembisa 2	1		Internal		Internal	100 000	Internal	500 000	PH-SE-WW-OT
IS: Water and Wastewater	Nigel: Tsakane: O/S To WCW	No	No	No	No	No	Tsakane	Multi wards	31, 85	Internal		Internal	50 000	Internal	100 000	PH-SE-WW-OT
IS: Water and Wastewater	Mapleton: Provision of sewer netw	No	No	No	No	No	Vosloorus	Multi wards	43, 45	Internal		Internal	100 000	Internal	500 000	PH-SE-WW-OT
IS: Water and Wastewater	Vosloorus: Upgrade and provide cathodic protection to steel pipes	No	No	No	No	No	Vosloorus	Multi wards	43, 45	Internal		Internal	400 000	Internal	800 000	PH-SE-WW-OT
IS: Water and Wastewater	Relocate midblock water Vosloorus (MIG)	No	Yes	No	Yes	No	Vosloorus	Multi wards	44, 45, 46, 47, 64	Internal		Internal	100 000	Internal	100 000	PH-SE-WW-OT
IS: Water and Wastewater	Vosloorus: Relocate Boksburg/Vosloorus OF sewer	No	No	No	No	No	Vosloorus	44		Internal		Internal	50 000	Internal	100 000	PH-SE-WW-OT
IS: Water and Wastewater	Water and sewer refunds	Yes	Yes	No	Yes	No	Corporate	All wards		Internal	50 000	Internal	50 000	Internal	50 000	PH-SE-WW-OT
IS: Water and Wastewater	Nigel: Upgrade/Eliminate Rockville pumpst	No	No	No	Yes	No	Kwa-Thema	81		Internal	50 000	Internal	100 000	Internal	50 000	PH-SE-WW-OT
IS: Water and Wastewater	Complete ring feed Modder East	No	Yes	No	No	No	Springs	72		Internal	50 000	Internal	50 000	Internal	100 000	PH-SE-WW-OT
IS: Water and Wastewater	Daveyton: Rehabilitate 450dia steel pipe	No	No	No	No	No	Daveyton	68		Internal	100 000	Internal	500 000	Internal	400 000	PH-SE-WW-OT
IS: Water and Wastewater	Benoni: Replace Apex sewer rising main (P 3)	No	Yes	Yes	Yes	No	Benoni	29		Internal	100 000	Internal		Internal		PH-SE-WW-OT
IS: Water and Wastewater	Germiston: Replace Rondebult outfall sewer (H102)	No	No	Yes	Yes	No	Germiston	Multi wards	39, 41, 42	MIG	100 000	MIG	500 000	MIG	3 560 000	PH-SE-WW-OT

Department	Project Name	Is it a committed project? (Yes/No)	Has feasibility study been completed? (Yes/No)	Has the EIA been completed? (Yes/No)	Has Engineering Designs been completed? (Yes/No)	Departmental Construction (Yes/No)	CCC	Ward	Multi-wards	Source of Finance 2009/2010	Budget 2009/2010	Source of Finance 2010/2011	Budget 2010/2011	Source of Finance 2011/2012	Budget 2011/2012	IDP Ref Number
IS: Water and Wastewater	Upgrade training venue at Boksburg water depot	No	No	No	No	No	Boksburg	32		Internal	100 000	Internal	250 000	Internal		PH-SE-WW-OT
IS: Water and Wastewater	Install zone meters Springs & Brakpan	No	No	No	No	Yes	Brakpan	Multi wards	31, 73, 74	Internal	100 000	Internal		Internal		PH-SE-WW-OT
IS: Water and Wastewater	Install aboveground fire hydrants	No	No	No	No	Yes	Corporate	All wards		Internal	100 000	Internal	500 000	Internal	500 000	PH-SE-WW-OT
IS: Water and Wastewater	Tsakane: New sewer p station Tsakane x 6 and 10	No	No	No	No	No	Duduza	86		Internal	100 000	Internal	1 000 000	Internal	3 000 000	PH-SE-WW-OT
IS: Water and Wastewater	Tsakane: Provide water Tsakane x 6 and 10	No	No	No	No	No	Duduza	86		Internal	100 000	Internal	800 000	Internal	100 000	PH-SE-WW-OT
IS: Water and Wastewater	Kempton Park: Chlookop Ext 42 Sewer Connection Erf 452	No	No	No	No	No	Kempton Park	Multi wards	13, 15	Internal	100 000	Internal		Internal		PH-SE-WW-OT
IS: Water and Wastewater	Blaauwpan: relocate the gravity sewer pipeline	No	No	No	No	No	Kempton Park	23		Internal	100 000	Internal	500 000	Internal	2 300 000	PH-SE-WW-OT
IS: Water and Wastewater	Brakpan: Replace outfall sewer Casseldale	No	No	No	No	No	Springs	76		Internal	100 000	Internal	1 000 000	Internal	1 200 000	PH-SE-WW-OT
IS: Water and Wastewater	Tembisa: Replace water pipe Isekelo	No	No	No	No	No	Tembisa	8		Internal	100 000	Internal	1 000 000	Internal	2 500 000	PH-SE-WW-OT
IS: Water and Wastewater	Bulk supply for new water supply (Dawn Park)	No	No	No	No	No	Vosloorus	43		Internal	100 000	Internal	500 000	Internal	1 000 000	PH-SE-WW-OT
IS: Water and Wastewater	Upgrading of Benoni S/P	No	Yes	No	No	No	Benoni	Multi wards	24, 27	Internal	150 000	Internal	1 740 000	Internal	750 000	PH-SE-WW-OT
IS: Water and Wastewater	Brakpan: Upgrade feeder Rand Collieries	No	No	No	No	No	Brakpan	74		Internal	150 000	Internal	100 000	Internal	1 000 000	PH-SE-WW-OT
IS: Water and Wastewater	Alberton: Re-line water supply Delphinium str	No	No	No	No	No	Alberton	53		Internal	200 000	Internal	400 000	Internal	100 000	PH-SE-WW-OT
IS: Water and Wastewater	Benoni: Extension of Rynfield w&s network	No	No	No	No	Yes	Benoni	27		Internal	200 000	Internal	500 000	Internal	1 000 000	PH-SE-WW-OT
IS: Water and Wastewater	Pomona: New reservoir for Kempton Park East	No	No	No	No	No	Kempton Park	24		Internal	200 000	Internal	100 000	Internal	500 000	PH-SE-WW-OT
IS: Water and Wastewater	Boksburg: Install collector sewers in Bardene	Yes	No	Yes	No	No	Boksburg	22		Internal	200 000	Internal	1 000 000	Internal	1 000 000	PH-SE-WW-OT
IS: Water and Wastewater	Replace and repair O/S Dawn Park	No	No	No	No	No	Vosloorus	43		Internal	200 000	Internal	300 000	Internal	100 000	PH-SE-WW-OT
IS: Water and Wastewater	Boksburg depot: Additions to standby quarters	No	No	No	No	No	Boksburg	32		Internal	200 000	Internal	300 000	Internal		PH-SE-WW-OT
IS: Water and Wastewater	Brakpan: Construct new r&p: Middelweg Rand Col	No	No	No	No	No	Brakpan	74		Internal	200 000	Internal	200 000	Internal	1 000 000	PH-SE-WW-OT
IS: Water and Wastewater	Brakpan: New and upgrading supply pipework	No	No	No	No	No	Brakpan	74		Internal	200 000	Internal	500 000	Internal	1 500 000	PH-SE-WW-OT

Department	Project Name	Is it a committed project? (Yes/No)	Has feasibility study been completed? (Yes/No)	Has the EIA been completed? (Yes/No)	Has Engineering Designs been completed? (Yes/No)	Departmental Construction (Yes/No)	CCC	Ward	Multi-wards	Source of Finance 2009/2010	Budget 2009/2010	Source of Finance 2010/2011	Budget 2010/2011	Source of Finance 2011/2012	Budget 2011/2012	IDP Ref Number
IS: Water and Wastewater	Daveyton: Booster Pump Knoppiesfontein Res	No	Yes	No	No	Yes	Etwatwa	Multi wards	65, 66	Internal	200 000	Internal	500 000	Internal	1 000 000	PH-SE-WW-OT
IS: Water and Wastewater	Phomolong: Augment supply pipeline to Phomolong and Commercia	No	No	No	No	No	Tembisa	12		Internal	200 000	Internal	1 000 000	Internal	3 700 000	PH-SE-WW-OT
IS: Water and Wastewater	Benoni: Magoba Village bulk sewer (P 2) C/F	No	Yes	Yes	No	No	Etwatwa	26		Internal	200 000	Internal	500 000	Internal	1 000 000	PH-SE-WW-OT
IS: Water and Wastewater	Benoni: Magoba Village bulk sewer (P 2) C/F	No	Yes	Yes	Yes	No	Etwatwa	26		MIG	200 000	Internal		Internal		PH-SE-WW-OT
IS: Water and Wastewater	Germiston: Replace water pipes CBD	Yes	Yes	No	No	No	Germiston	Multi wards	35, 36	Internal	200 000	Internal	500 000	Internal	2 000 000	PH-SE-WW-OT
IS: Water and Wastewater	Germiston depot: Additions to standby quarters	No	Yes	No	No	No	Germiston	36		Internal	200 000	Internal	800 000	Internal	500 000	PH-SE-WW-OT
IS: Water and Wastewater	Augment water s Magagula Heights	No	No	No	No	No	Katlehong 2	62		Internal	200 000	Internal	500 000	Internal	200 000	PH-SE-WW-OT
IS: Water and Wastewater	Upgrade water mains Zonkiziwe	No	Yes	No	No	No	Katlehong 2	62		Internal	200 000	Internal	100 000	Internal	100 000	PH-SE-WW-OT
IS: Water and Wastewater	Pomona: Upgrade water A.H. Atlas rd	No	No	No	No	No	Kempton Park	23		Internal	200 000	Internal	800 000	Internal	1 000 000	PH-SE-WW-OT
IS: Water and Wastewater	Springs: Kwa-Thema: Upgrade Water Network	No	No	No	No	No	Kwa-Thema	Multi wards	77, 78, 79, 80	Internal	200 000	Internal	500 000	Internal	2 500 000	PH-SE-WW-OT
IS: Water and Wastewater	Langaville: Upgrade water and sewer network	No	No	No	No	No	Kwa-Thema	81		Internal	200 000	Internal	800 000	Internal	600 000	PH-SE-WW-OT
IS: Water and Wastewater	Nigel: Water tower Visagie Park	No	No	No	No	No	Nigel	88		Internal	200 000	Internal	500 000	Internal	2 000 000	PH-SE-WW-OT
IS: Water and Wastewater	Isolate Midblock water Kwa-Thema	No	Yes	Yes	Yes	No	Kwa-Thema	78		Internal	200 000	Internal	500 000	Internal	1 000 000	PH-SE-WW-OT
IS: Water and Wastewater	Brakpan: Upgrade water network in CBD area	No	No	No	No	No	Brakpan	75		Internal	200 000	Internal	100 000	Internal	1 000 000	PH-SE-WW-OT
IS: Water and Wastewater	South Eastern Outfall Sewer - Springs	No	No	No	No	No	Springs	76		Internal	200 000	Internal	2 000 000	Internal	2 000 000	PH-SE-WW-OT
IS: Water and Wastewater	Replace main water - Isekelo Tembisa	No	Yes	No	No	No	Tembisa	8		Internal	200 000	Internal	1 000 000	Internal	2 000 000	PH-SE-WW-OT
IS: Water and Wastewater	Tembisa: Replace w/p Zephania str	No	No	No	No	No	Tembisa	14		Internal	200 000	Internal	500 000	Internal	100 000	PH-SE-WW-OT
IS: Water and Wastewater	Repl Tembisa main out s in Motsu	No	Yes	No	No	No	Tembisa	10		Internal	200 000	Internal		Internal		PH-SE-WW-OT
IS: Water and Wastewater	Replace midblock s lines in Thokoza C/F	No	No	Yes	Yes	No	Thokoza	Multi wards	52, 54, 56, 57	Internal	200 000	Internal	500 000	Internal	1 000 000	PH-SE-WW-OT
IS: Water and Wastewater	Nigel: Tsakane: Water Network P1	No	No	No	No	No	Tsakane	Multi wards	82, 83, 85	Internal	200 000	Internal	1 000 000	Internal	1 700 000	PH-SE-WW-OT

Department	Project Name	Is it a committed project? (Yes/No)	Has feasibility study been completed? (Yes/No)	Has the EIA been completed? (Yes/No)	Has Engineering Designs been completed? (Yes/No)	Departmental Construction (Yes/No)	CCC	Ward	Multi-wards	Source of Finance 2009/2010	Budget 2009/2010	Source of Finance 2010/2011	Budget 2010/2011	Source of Finance 2011/2012	Budget 2011/2012	IDP Ref Number
IS: Water and Wastewater	Nigel: Tsakane: Zulu Water P/S	No	No	No	No	No	Tsakane	Multi wards	82, 83, 85	Internal	200 000	Internal	1 500 000	Internal	3 000 000	PH-SE-WW-OT
IS: Water and Wastewater	Vosloorus: Extend the water net Mapleton	No	Yes	No	No	No	Vosloorus	Multi wards	43, 45	Internal	200 000	Internal	200 000	Internal	500 000	PH-SE-WW-OT
IS: Water and Wastewater	Vosloorus: Replace water main supply	No	No	No	No	No	Vosloorus	45		Internal	200 000	Internal	50 000	Internal	500 000	PH-SE-WW-OT
IS: Water and Wastewater	Construct new r&p;pumpst: Dalpark X13	No	No	No	No	No	Brakpan	31		Internal	300 000	Internal	100 000	Internal	1 000 000	PH-SE-WW-OT
IS: Water and Wastewater	Office Equipment	No	No	No	No	No	Other Equipment	Operational Equipment		Internal	300 000	Internal	400 000	Internal	500 000	GG-GG-WW-OT
IS: Water and Wastewater	Office Furniture	No	No	No	No	No	Furniture	Operational Equipment		Internal	225 000	Internal	300 000	Internal	300 000	GG-GG-WW-OT
IS: Water and Wastewater	Relocate midblock water Vosloorus (MIG)	No	Yes	No	Yes	No	Vosloorus	Multi wards	44, 45, 46, 47	MIG	300 000	Internal		Internal		PH-SE-WW-OT
IS: Water and Wastewater	Alberton: Replace gal water connections	No	Yes	No	No	Yes	Alberton	Multi wards	37, 38, 53	Internal	500 000	Internal	300 000	Internal	1 000 000	PH-SE-WW-OT
IS: Water and Wastewater	Ring Conn. Water Network in Brakpan CBD	No	No	No	No	No	Brakpan	75		Internal	500 000	Internal	1 000 000	Internal	1 000 000	PH-SE-WW-OT
IS: Water and Wastewater	ICT Equipment	No	No	No	No	No	ICT Equipment	Operational Equipment		Internal	500 000	Internal	500 000	Internal	800 000	GG-GG-WW-OT
IS: Water and Wastewater	Replace isolating valves	No	Yes	No	Yes	No	Corporate	All wards		Internal	500 000	Internal	500 000	Internal	500 000	PH-SE-WW-OT
IS: Water and Wastewater	Upgrade Water Network C/F Etwatwa X19	No	No	Yes	Yes	No	Etwatwa	Multi wards	65, 66	Internal	500 000	Internal	1 000 000	Internal	1 500 000	PH-SE-WW-OT
IS: Water and Wastewater	Nigel: New Nigel SDA depot building	No	No	No	No	No	Duduza	87		Internal	500 000	Internal	500 000	Internal	500 000	PH-SE-WW-OT
IS: Water and Wastewater	Tsakane: Upgrade Xhosa water p station	No	No	No	No	No	Duduza	84		Internal	500 000	Internal	2 500 000	Internal	4 200 000	PH-SE-WW-OT
IS: Water and Wastewater	Bedfordview: Upgrade bulk s & water r.	No	Yes	Yes	Yes	No	Edenvale	Multi wards	19, 20	Internal	500 000	Internal	740 000	Internal	400 000	PH-SE-WW-OT
IS: Water and Wastewater	Etwatwa: Construct main water ring (P3)	No	Yes	No	Yes	No	Etwatwa	26		Internal	500 000	Internal	2 000 000	Internal	2 000 000	PH-SE-WW-OT
IS: Water and Wastewater	Germiston: Upgrade and replace Dekema outfall sewer	No	Yes	No	No	No	Germiston	Multi wards	36, 39, 41	Internal	500 000	Internal	1 000 000	Internal	6 000 000	PH-SE-WW-OT
IS: Water and Wastewater	Germiston: Elimination of Klippoortjie s pump s	No	Yes	No	No	No	Germiston	41		Internal	500 000	Internal	1 000 000	Internal	1 000 000	PH-SE-WW-OT
IS: Water and Wastewater	Kempton Park: Geesteveld Water	No	No	No	No	No	Kempton Park	25		Internal	500 000	Internal	500 000	Internal	1 000 000	PH-SE-WW-OT
IS: Water and Wastewater	Daveyton: Pufontein 26IR Ptn 106 bulk water P6 C/F	No	Yes	Yes	Yes	No	Etwatwa	26		Internal	500 000	Internal		Internal		PH-SE-WW-OT

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IS: Water and Wastewater	Modderfontein 76 IR: Ptn 32 Bulk Sewer C/F	No	Yes	Yes	Yes	No	Brakpan	73		MIG	500 000	Internal		Internal		PH-SE-WW-OT
IS: Water and Wastewater	Tembisa: Western OF sewer	No	No	No	Yes	No	Tembisa	10		Internal	500 000	Internal	500 000	Internal	2 000 000	PH-SE-WW-OT
IS: Water and Wastewater	Olifants: Upgrade reservoir	No	No	No	Yes	No	Tembisa 2	1		Internal	500 000	Internal	1 500 000	Internal	1 500 000	PH-SE-WW-OT
IS: Water and Wastewater	Replace midblock s lines in Thokoza C/F	No	No	Yes	Yes	No	Thokoza	Multi wards	52, 54, 56, 57	MIG	500 000	Internal		Internal		PH-SE-WW-OT
IS: Water and Wastewater	Upgrade Outfall Sewers in Vosloorus C/F	Yes	Yes	Yes	Yes	No	Vosloorus	44		Internal	500 000	Internal	1 000 000	Internal	3 000 000	PH-SE-WW-OT
IS: Water and Wastewater	Upgrade and repair Depot Bldg Vosloorus	No	Yes	No	Yes	Yes	Vosloorus	44		Internal	500 000	Internal	500 000	Internal	100 000	PH-SE-WW-OT
IS: Water and Wastewater	Pomona: Bulk supply Albertina Sisulu Corridor	No	No	No	No	No	Kempton Park	15		Internal	1 000 000	Internal	2 000 000	Internal	3 000 000	PH-SE-WW-OT
IS: Water and Wastewater	Germiston: Elsburg outfall sewer (H385) (P 2&3) C/F	Yes	No	Yes	Yes	No	Germiston	Multi wards	39, 41	MIG	1 000 000	Internal		Internal		PH-SE-WW-OT
IS: Water and Wastewater	Installation of bulk water meters	No	Yes	No	Yes	No	Corporate	All wards		Internal	1 000 000	Internal	1 000 000	Internal	1 000 000	PH-SE-WW-OT
IS: Water and Wastewater	Relocate midblock water Daveyton (W55) C/F	No	No	Yes	Yes	No	Daveyton	Multi wards	68, 69, 70, 71	Internal	1 000 000	Internal	1 000 000	Internal	1 000 000	PH-SE-WW-OT
IS: Water and Wastewater	Pomona: New Eastern OF sewer	No	No	No	No	No	Kempton Park	15		Internal	1 000 000	Internal	3 000 000	Internal	3 000 000	PH-SE-WW-OT
IS: Water and Wastewater	Kempton Park: Upgrade depot building	No	No	No	No	Yes	Kempton Park	17		Internal	1 000 000	Internal	500 000	Internal	500 000	PH-SE-WW-OT
IS: Water and Wastewater	Daveyton: Putfontein 261R Ptn 106 bulk water P6 C/F	No	Yes	Yes	Yes	No	Etwatwa	26		MIG	1 000 000	MIG	3 000 000	Internal	2 000 000	PH-SE-WW-OT
IS: Water and Wastewater	Kwa-Thema: Upgrading of waternetwork C/F	No	Yes	No	No	No	Kwa-Thema	78		Internal	1 000 000	Internal	500 000	Internal	500 000	PH-SE-WW-OT
IS: Water and Wastewater	Upgrade water main (C/F) Selcourt	No	Yes	No	Yes	No	Springs	76		Internal	1 000 000	Internal	1 300 000	Internal	500 000	PH-SE-WW-OT
IS: Water and Wastewater	Tembisa: Building new & upg Depots (N Region)	Yes	Yes	No	Yes	Yes	Tembisa	14		Internal	1 000 000	Internal	1 000 000	Internal	2 000 000	PH-SE-WW-OT
IS: Water and Wastewater	Tembisa: New water pressure tower C/F	No	No	Yes	Yes	No	Tembisa	14		Internal	1 000 000	Internal	1 000 000	Internal	1 000 000	PH-SE-WW-OT
IS: Water and Wastewater	Tembisa: Relining of r feed for Tembisa res	No	Yes	No	Yes	No	Tembisa	14		Internal	1 000 000	Internal	2 000 000	Internal		PH-SE-WW-OT
IS: Water and Wastewater	Tembisa: New water pressure tower (MIG)	No	Yes	Yes	Yes	No	Tembisa	14		MIG	1 000 000	Internal		Internal		PH-SE-WW-OT
IS: Water and Wastewater	Specialized Equipment	No	No	No	No	No	Specialized Equipment	Operational Equipment		Internal	1 300 000	Internal	500 000	Internal	500 000	GG-GG-WW-OT

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IS: Water and Wastewater	Phasing out of Dunswart pumpst C/F	No	No	No	Yes	No	Benoni	Multi wards	28, 29	Internal	2 000 000	Internal	1 000 000	Internal	1 000 000	PH-SE-WW-OT
IS: Water and Wastewater	Benoni: Relining of Lakeside Mall	No	Yes	Yes	Yes	No	Benoni	28		Internal	2 000 000	Internal	2 000 000	Internal	2 000 000	PH-SE-WW-OT
IS: Water and Wastewater	Modderfontein 76 IR: Ptn 32 Bulk Sewer C/F	No	Yes	Yes	Yes	No	Brakpan	73		Internal	2 000 000	Internal	1 000 000	Internal	100 000	PH-SE-WW-OT
IS: Water and Wastewater	ERWAT: Upgrade Hartebeestfontein WCW	No	No	No	Yes	No	Kempton Park	15		Internal	2 000 000	Internal	5 000 000	Internal	5 000 000	PH-SE-WW-OT
IS: Water and Wastewater	Tembisa: Relining of r feed for Tembisa res	No	Yes	Yes	Yes	No	Tembisa	14		MIG	2 000 000	Internal		Internal		PH-SE-WW-OT
IS: Water and Wastewater	Water Services Vehicles	No	No	No	No	No	Vehicles	Operational Equipment		Internal	2 100 000	Internal	2 100 000	Internal	2 100 000	GG-SE-WW-OT
IS: Water and Wastewater	Glen Marais: Reline water steel pipe to Spartan	No	No	No	Yes	No	Kempton Park	Multi wards	16, 17	Internal	2 550 000	Internal	3 000 000	Internal	7 000 000	PH-SE-WW-OT
IS: Water and Wastewater	Upgrade Water Network C/F Etwatwa X19	No	No	Yes	Yes	No	Etwatwa	Multi wards	65, 66	MIG	3 000 000	MIG	2 273 000	MIG	5 747 000	PH-SE-WW-OT
IS: Water and Wastewater	Edenvale: Illiondale Outfall sewer	No	No	No	Yes	No	Edenvale	18		Internal	3 000 000	Internal	3 000 000	Internal		PH-SE-WW-OT
IS: Water and Wastewater	Water and Sewer Retic. Welgedacht	No	No	Yes	Yes	No	Springs	67		MIG	3 000 000	MIG		Internal		PH-SE-WW-OT
IS: Water and Wastewater	Specialised vehicles	No	No	No	No	No	Specialized Vehicles	Operational Equipment		Internal	3 600 000	Internal		Internal	1 000 000	GG-GG-WW-OT
IS: Water and Wastewater	Witfontein: P/station East OF sewer	No	No	No	No	No	Kempton Park	15		Internal	6 200 000	Internal	50 000	Internal	100 000	PH-SE-WW-OT
IS: Water and Wastewater	Lillianton Outfall sewer (H281) count	No	Yes	No	Yes	No	Boksburg	Multi wards	33, 34	Internal	8 000 000	Internal	2 000 000	Internal	1 000 000	PH-SE-WW-OT
IS: Water and Wastewater	Benoni: Northmead Water Supply Upgrade	No	No	No	No	No	Benoni	Multi wards	27, 28	Internal		Internal	50 000	Internal	500 000	PH-SE-WW-OT
IS: Water and Wastewater	Benoni: North Bulk Sewers	No	No	No	No	No	Benoni	27		Internal		Internal	50 000	Internal	500 000	PH-SE-WW-OT
Legal and Administrative Services	Replace various air conditioners	No	No	No	No	No	Corporate	All wards		Internal	25 000	Internal		Internal		GG-GG-LA-OP
Legal and Administrative Services	Office Furniture (North)	No	No	No	No	No	Furniture	Operational Equipment		Internal		Internal	25 000	Internal	25 000	GG-GG-LA-OP
Legal and Administrative Services	Office Furniture (South)	No	No	No	No	No	Furniture	Operational Equipment		Internal		Internal	25 000	Internal	25 000	GG-GG-LA-OP
Legal and Administrative Services	Office Furniture(East)	No	No	No	No	No	Furniture	Operational Equipment		Internal		Internal	25 000	Internal	25 000	GG-GG-LA-OP

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Legal and Administrative Services	Office Furniture Legal Directorate	No	No	No	No	No	Furniture	Operational Equipment		Internal		Internal	20 000	Internal	20 000	GG-GG-LA-OP
Legal and Administrative Services	Departmental ICT Equipment	No	No	No	No	No	ICT Equipment	Operational Equipment		Internal	350 000	Internal	94 100	Internal	94 100	GG-GG-LA-OP
Legal and Administrative Services	Springs Filing System	No	No	No	No	No	Furniture	Operational Equipment		Internal	285 000	Internal		Internal		GG-GG-LA-OP
Legal and Administrative Services	Departmental Office Equipment	No	No	No	No	No	Other Equipment	Operational Equipment		Internal	450 000	Internal		Internal		GG-GG-LA-OP
Legal and Administrative Services	Hi-volume photocopiers (Agendas)	No	No	No	No	No	Specialized Equipment	Operational Equipment		Internal	700 000	Internal	250 000	Internal	250 000	GG-GG-LA-OP
Legal and Administrative Services	Furniture for the Banquet hall @the Chamber Germ.	No	No	No	No	No	Furniture	Operational Equipment		Internal	1 722 800	Internal	25 000	Internal	25 000	GG-GG-LA-OP
Legal and Administrative Services	Ward councillors accomodation	No	No	No	No	No	Corporate	All wards		Internal	5 000 000	Internal		Internal		GG-GG-LA-OP
Market	Office Furniture	No	No	No	No	YES	Furniture	Operational Equipment		Internal	11 300	Internal	10 000	Internal	10 000	GG-GG-MA-OP
Market	ICT Equipment	No	No	No	No	YES	ICT Equipment	Operational Equipment		Internal	25 000	Internal	25 000	Internal	35 000	GG-GG-MA-OP
Market	Specialized Equipment	No	No	No	No	YES	Specialized Equipment	Operational Equipment		Internal	250 000	Internal	100 000	Internal	65 000	GG-GG-MA-OP
Market	New Wholesale Centre	No	Yes	No	No	YES	Springs	75		Internal	1 000 000	Internal	1 365 000	Internal	1 000 000	EC-ED-MA-OT
Market	CCTVSystem	No	No	No	No	YES	Springs	75		Internal	1 500 000	Internal		Internal	890 000	EC-ED-MA-OP
Market	Fencing Wholesale Centre	No	No	No	No	YES	Springs	75		Internal		Internal	500 000	Internal		EC-ED-MA-OP
Political Office	Other Equipment	No	No	No	No	No	Other Equipment	Operational Equipment		Internal	3 300	Internal		Internal		GG-GG-PO-OP
Political Office	Other Equipment	No	No	No	No	No	Other Equipment	Operational Equipment		Internal	3 300	Internal		Internal		GG-GG-PO-OP
Political Office	Other Equipment	No	No	No	No	No	Other Equipment	Operational Equipment		Internal	3 300	Internal		Internal		GG-GG-PO-OP
Political Office	Other Equipment	No	No	No	No	No	Other Equipment	Operational Equipment		Internal	3 300	Internal		Internal		GG-GG-PO-OP
Political Office	Other Equipment	No	No	No	No	No	Other Equipment	Operational Equipment		Internal	3 300	Internal		Internal		GG-GG-PO-OP
Political Office	Other Equipment	No	No	No	No	No	Other Equipment	Operational Equipment		Internal	3 300	Internal		Internal		GG-GG-PO-OP

Department	Project Name	Is it a committed project? (Yes/No)	Has feasibility study been completed? (Yes/No)	Has the EIA been completed? (Yes/No)	Has Engineering Designs been completed? (Yes/No)	Departmental Construction (Yes/No)	CCC	Ward	Multi-wards	Source of Finance 2009/2010	Budget 2009/2010	Source of Finance 2010/2011	Budget 2010/2011	Source of Finance 2011/2012	Budget 2011/2012	IDP Ref Number
Political Office	Other Equipment	No	No	No	No	No	Other Equipment	Operational Equipment		Internal	3 300	Internal		Internal		GG-GG-PO-OP
Political Office	Other Equipment	No	No	No	No	No	Other Equipment	Operational Equipment		Internal	3 300	Internal		Internal		GG-GG-PO-OP
Political Office	Other Equipment	No	No	No	No	No	Other Equipment	Operational Equipment		Internal	3 300	Internal		Internal		GG-GG-PO-OP
Political Office	Other Equipment	No	No	No	No	No	Other Equipment	Operational Equipment		Internal	7 300	Internal		Internal		GG-GG-PO-OP
Political Office	ICT Equipment	No	No	No	No	No	ICT Equipment	Operational Equipment		Internal	9 500	Internal		Internal		GG-GG-PO-OP
Political Office	ICT Equipment	No	No	No	No	No	ICT Equipment	Operational Equipment		Internal	9 500	Internal		Internal		GG-GG-PO-OP
Political Office	ICT Equipment	No	No	No	No	No	ICT Equipment	Operational Equipment		Internal	9 500	Internal		Internal		GG-GG-PO-OP
Political Office	ICT Equipment	No	No	No	No	No	ICT Equipment	Operational Equipment		Internal	9 500	Internal		Internal		GG-GG-PO-OP
Political Office	ICT Equipment	No	No	No	No	No	ICT Equipment	Operational Equipment		Internal	9 500	Internal		Internal		GG-GG-PO-OP
Political Office	ICT Equipment	No	No	No	No	No	ICT Equipment	Operational Equipment		Internal	9 500	Internal		Internal		GG-GG-PO-OP
Political Office	ICT Equipment	No	No	No	No	No	ICT Equipment	Operational Equipment		Internal	9 500	Internal		Internal		GG-GG-PO-OP
Political Office	ICT Equipment	No	No	No	No	No	ICT Equipment	Operational Equipment		Internal	9 500	Internal		Internal		GG-GG-PO-OP
Political Office	ICT Equipment	No	No	No	No	No	ICT Equipment	Operational Equipment		Internal	9 500	Internal		Internal		GG-GG-PO-OP
Political Office	ICT Equipment	No	No	No	No	No	ICT Equipment	Operational Equipment		Internal	9 500	Internal		Internal		GG-GG-PO-OP
Political Office	ICT Equipment	No	No	No	No	No	ICT Equipment	Operational Equipment		Internal	9 500	Internal		Internal		GG-GG-PO-OP
Political Office	ICT Equipment	No	No	No	No	No	ICT Equipment	Operational Equipment		Internal	9 500	Internal		Internal		GG-GG-PO-OP
Political Office	ICT Equipment	No	No	No	No	No	ICT Equipment	Operational Equipment		Internal	9 500	Internal		Internal		GG-GG-PO-OP
Political Office	ICT Equipment	No	No	No	No	No	ICT Equipment	Operational Equipment		Internal	9 500	Internal		Internal		GG-GG-PO-OP
Political Office	Other Equipment	No	No	No	No	No	Other Equipment	Operational Equipment		Internal	19 300	Internal		Internal		GG-GG-PO-OP
Political Office	Other Equipment	No	No	No	No	No	Other Equipment	Operational Equipment		Internal	19 300	Internal		Internal		GG-GG-PO-OP
Political Office	Other Equipment	No	No	No	No	No	Other Equipment	Operational Equipment		Internal	23 300	Internal		Internal		GG-GG-PO-OP

Department	Project Name	Is it a committed project? (Yes/No)	Has feasibility study been completed? (Yes/No)	Has the EIA been completed? (Yes/No)	Has Engineering Designs been completed? (Yes/No)	Departmental Construction (Yes/No)	CCC	Ward	Multi-wards	Source of Finance 2009/2010	Budget 2009/2010	Source of Finance 2010/2011	Budget 2010/2011	Source of Finance 2011/2012	Budget 2011/2012	IDP Ref Number
Political Office	Office Furniture	No	No	No	No	No	Furniture	Operational Equipment		Internal		Internal	30 500	Internal	30 500	GG-GG-PO-OP
Political Office	Other Equipment	No	No	No	No	No	Other Equipment	Operational Equipment		Internal	45 000	Internal		Internal		GG-GG-PO-OP
Political Office	Other Equipment	No	No	No	No	No	Other Equipment	Operational Equipment		Internal	45 000	Internal		Internal		GG-GG-PO-OP
Political Office	Other Equipment	No	No	No	No	No	Other Equipment	Operational Equipment		Internal	45 000	Internal		Internal		GG-GG-PO-OP
Political Office	Other Equipment	No	No	No	No	No	Other Equipment	Operational Equipment		Internal	46 800	Internal		Internal		GG-GG-PO-OP
Political Office	ICT Equipment	No	No	No	No	No	ICT Equipment	Operational Equipment		Internal	97 000	Internal		Internal		GG-GG-PO-OP
Political Office	ICT Equipment	No	No	No	No	No	ICT Equipment	Operational Equipment		Internal	97 000	Internal		Internal		GG-GG-PO-OP
Political Office	ICT Equipment	No	No	No	No	No	ICT Equipment	Operational Equipment		Internal	97 000	Internal		Internal		GG-GG-PO-OP
Political Office	Other Equipment	No	No	No	No	No	Other Equipment	Operational Equipment		Internal	100 000	Internal	100 000	Internal	100 000	GG-GG-PO-OP
Political Office	ICT Equipment	No	No	No	No	No	ICT Equipment	Operational Equipment		Internal	104 500	Internal		Internal		GG-GG-PO-OP
Political Office	ICT Equipment	No	No	No	No	No	ICT Equipment	Operational Equipment		Internal	169 500	Internal	169 500	Internal	169 500	GG-GG-PO-OP
Political Office	Office Furniture	No	No	No	No	No	Furniture	Operational Equipment		Internal	944 900	Internal		Internal		GG-GG-PO-OP
Political Office	Renovations (Mayors Office)	Yes	Yes	No	No	No	Corporate	All wards		Internal	1 000 000	Internal		Internal		GG-GG-PO-OP
Research and Development	Other Equipment	No	No	No	No	No	Other Equipment	Operational Equipment		Internal	21 218	Internal		Internal		GG-GG-RE-OP
Research and Development	ICT Equipment	No	No	No	No	No	ICT Equipment	Operational Equipment		Internal	63 654	Internal	30 000	Internal	30 000	GG-GG-RE-OP
Research and Development	Vehicles	No	No	No	No	No	Vehicles	Operational Equipment		Internal	120 000	Internal		Internal		GG-GG-RE-OP
Research and Development	Office Furniture	No	No	No	No	No	Furniture	Operational Equipment		Internal		Internal	20 000	Internal	20 000	GG-GG-RE-OP
SRAC	Upgrade: Art Centres	Yes	Yes	No	Yes	No	Corporate	All wards		Internal		Internal	500 000	Internal		SO-PR-SR-OT
SRAC	Construction:New Library: Vosloorus	No	Yes	No	No	No	Vosloorus	47		MIG		Internal		MIG	5 000 000	SO-PR-SR-OT
SRAC	Construction:New Library: Phomolong	No	Yes	No	No	No	Tembisa	12		MIG		Internal		MIG	5 000 000	SO-PR-SR-OT

Department	Project Name	Is it a committed project? (Yes/No)	Has feasibility study been completed? (Yes/No)	Has the EIA been completed? (Yes/No)	Has Engineering Designs been completed? (Yes/No)	Departmental Construction (Yes/No)	CCC	Ward	Multi-wards	Source of Finance 2009/2010	Budget 2009/2010	Source of Finance 2010/2011	Budget 2010/2011	Source of Finance 2011/2012	Budget 2011/2012	IDP Ref Number
SRAC	Upgrade: Katlehong Art Centre	No	Yes	No	No	No	Katlehong	49		MIG	500 000	MIG	2 500 000	Internal		SO-PR-SR-OT
SRAC	Upgrade: Dukathole soccer facility	No	Yes	No	No	No	Germiston	35		MIG	800 000	Internal		Internal		SO-PR-SR-SP
SRAC	Mobile Libraries	No	No	No	No	No	Corporate	Operational Equipment		Other Provincial Grants	1 800 000	Internal	3 500 000	Internal		SO-PR-SR-OT
SRAC	Upgrade: Recreation Facilities	Yes	Yes	No	Yes	No	Corporate	All wards		MIG	2 000 000	MIG	3 000 000	Internal		SO-PR-SR-SP
SRAC	Construction: New Library Langaville	No	Yes	No	No	No	Kwa-Thema	81		MIG	3 000 000	Internal	8 000 000	Internal	6 000 000	SO-PR-SR-OT
SRAC	Construction:New Library: Winnie Mandela	No	Yes	No	No	No	Tembisa 2	3		MIG	3 500 000	Internal	8 000 000	Internal	7 000 000	SO-PR-SR-OT
SRAC	Development of the Cultural Precinct in Germiston	No	Yes	No	Yes	No	Germiston	35		Internal	7 000 000	Internal	3 000 000	Internal	14 000 000	SO-PR-SR-SP
SRAC	Upgrade: Makhulong Stadium	Yes	Yes	No	Yes	No	Tembisa 2	7		Internal	7 000 000	Internal		Internal		SO-PR-SR-SP
SRAC	Construction:New Library: Phomolong	Yes	Yes	No	No	No	Tembisa	12		Internal	8 200 000	Internal		Internal		SO-PR-SR-OT
SRAC	Upgrade: Makhulong Stadium	Yes	Yes	No	Yes	No	Tembisa 2	7		MIG	9 000 000	Internal		Internal		SO-PR-SR-SP
SRAC	Re-Construct Tsakane Stadium	Yes	Yes	No	Yes	No	Tsakane	82		MIG	10 000 000	MIG	15 000 000	MIG	7 753 000	SO-PR-SR-SP
SRAC	Construction: Katlehong Stadium	Yes	Yes	No	Yes	No	Katlehong	51		MIG	12 000 000	Internal		Internal		SO-PR-SR-SP
SRAC	Re-construct Tsakane Stadium	Yes	Yes	No	Yes	No	Tsakane	82		Internal	15 000 000	Internal		Internal		SO-PR-SR-SP
SRAC	Chris Hani Memorial	No	No	No	No	No	Germiston	41		Internal		Internal	500 000	Internal	4 000 000	SO-PR-SR-SP
SRAC	Office Furniture	No	No	No	No	No	Furniture	Operational Equipment		Internal		Internal		Internal	200 000	GG-GG-SR-OP
SRAC	Other Equipment	No	No	No	No	No	Other Equipment	Operational Equipment		Internal		Internal		Internal	200 000	GG-GG-SR-OP
SRAC	ICT Equipment	No	No	No	No	No	ICT Equipment	Operational Equipment		Internal		Internal	400 000	Internal		GG-GG-SR-OP
SRAC	Construction: Ablution facilities	No	No	No	No	No	Corporate	All wards		Internal		Internal	500 000	Internal		SO-PR-SR-SP
SRAC	Construction:New Library: Vosloorus	Yes	No	No	No	No	Vosloorus	47		Internal		Internal	7 000 000	Internal		SO-PR-SR-OT
TOTAL BUDGET											2 382 685 694		1 828 443 400		1 888 792 900	

HOW TO INTERPRET THE IDP REFERENCE NUMBER

The attached capital budget contains a field with an IDP Reference Number.
The reference number is compiled as follows:

xx - xx - xx - xx
1 2 3 4

***** Explanation of Fields:**

1. GDS Landscape
2. GDS Focus Area
3. Department
4. IDP Strategic Issue

IDP Strategic Issue		Department	
Clinics	CL	CCC	CC
Facilities for disabled, aged and youth	AG	2010 Office	20
Housing development	HO	City Development	DP
Operational requirements	OP	City Manager	CM
Other	OT	Communications and Marketing	CO
Pollution	PO	Community Safety	PS
Poverty alleviation and economic development	PV	Economic Development	LE
Roads (New and Resurfacing)	RD	Electricity & Energy	EL
Safety and Security	SA	EMPD	PD
Sports facilities	SP	Environmental Development: Environment	EV
		Environmental Development:	EH
		Environmental Health	
		Environmental Development: Parks	EP
		Environmental Development: Solid Waste	EW
GDS Landscape			
Economic	EC	Finance	FI
Good governance	GG	Fleet Management	FL
Physical	PH	Health	HE
Social	SO	HIV/Aids Unit	HA
		Housing	HO
		Human Resources	HR
		ICT	IT
		Internal Audit	IA
		IS: RTCW	RD
		IS: Water and Wastewater	WW
		Legal and Administrative Services	LA
		Market	MA
		Performance Management	PM
		Political Office	PO
		Research and Development	RD
		Revenue Enhancement	RE
		SRAC	SR
GDS Focus Area			
Clear City Identity	CC		
Economic Diversification	ED		
Economic Transformation	ET		
Environmental Management	EM		
Good Governance	GG		
Healthcare and facilities	HF		
Human Settlements	HS		
ICT Infrastructure	II		
Investment Promotion	IP		
Job Creation	JC		
Park, Sport and Recreational Facilities	PR		
Poverty and Unemployment	PU		
Roads and Transport	RT		
Safety and Security	SS		
Services Infrastructure	SE		
Skills Development	SD		
Spatial Development	SP		
Tourism Promotion	TP		
Urban Renewal	UR		

	AUDITED ACTUALS	AUDITED ACTUALS	EXPECTED RESULTS	MTREF BUDGET TO BE APPROVED			OUTER YEARS FORECAST						
	F-02 June 2007	F-01 June 2008	F-00 June 2009	F01 June 2010	F02 June 2011	F03 June 2012	F04 June 2013	F05 June 2014	F06 June 2015	F07 June 2016	F08 June 2017	F09 June 2018	F10 June 2019
Statement of Financial Performance													
Property Rates	1 577 008 212	1 703 876 638	1 735 398 608	2 026 916 995	2 229 608 692	2 452 569 562	2 697 826 518	2 967 609 170	3 264 370 087	3 590 807 096	3 949 887 805	4 344 876 586	4 779 364 244
Penalties Imposed on Property Rates	110 976 886	38 036 624	102 464 843	100 345 916	21 106 321	23 216 954	25 538 649	28 092 514	30 901 766	33 991 942	37 391 137	41 130 250	45 243 275
Services Charges	5 266 215 481	5 534 224 279	6 823 261 794	8 761 835 673	10 443 389 285	12 373 534 839	14 229 565 065	16 363 999 825	18 818 599 798	21 641 389 768	24 887 598 233	28 620 737 968	32 913 848 663
Rental from facilities and equipment	38 811 838	44 579 884	38 604 324	45 135 304	49 648 835	54 613 731	57 344 418	60 211 638	63 222 220	66 383 331	69 702 498	73 187 623	76 847 004
Interest Earned - External Investments	290 829 602	351 156 808	171 587 630	179 218 841	179 261 590	179 308 724	179 308 724	179 308 724	179 308 724	179 308 724	179 308 724	179 308 724	179 308 724
Interest Earned - Outstanding debtors	301 856 153	446 171 662	438 796 890	400 000 020	440 000 022	484 000 024	484 000 024	484 000 024	484 000 024	484 000 024	484 000 024	484 000 024	484 000 024
Fines	83 056 009	77 793 871	93 072 467	86 986 620	95 685 283	105 253 814	115 779 195	127 357 115	140 092 826	154 102 109	169 512 320	186 463 552	205 109 907
Licences and Permits	35 558 027	29 420 007	39 729 484	29 018 987	31 920 890	35 112 979	36 868 628	38 712 059	40 647 662	42 680 045	44 814 048	47 054 750	49 407 488
Income from Agency Services	117 584 664	143 093 141	149 583 857	165 158 976	181 674 881	199 842 370	209 834 489	220 326 213	231 342 524	242 909 650	255 055 132	267 807 889	281 198 283
Government Grants and Subsidies	1 918 495 179	2 062 157 752	2 293 652 117	2 343 228 440	2 703 843 710	2 958 452 564	3 254 297 820	3 579 727 602	3 937 700 363	4 331 470 399	4 764 617 439	5 241 079 183	5 765 187 101
Other Income	144 395 126	31 810 412	43 449 129	72 988 878	80 287 776	88 316 566	92 732 394	97 369 014	102 237 465	107 349 338	112 716 805	118 352 645	124 270 277
Sale of Land	4 039 364												
Deferred Income				192 937 500	212 231 250	233 454 375	256 799 813	282 479 794	310 727 773	341 800 550	375 980 605	413 578 666	454 936 533
Gains of disposal of PPE		6 497 487											
Total Revenue	9 888 826 540	10 468 818 565	11 929 601 143	14 403 772 150	16 668 658 535	19 187 676 502	21 639 895 737	24 429 193 693	27 603 151 232	31 216 192 977	35 330 584 770	40 017 577 860	45 358 721 524
Employee related costs	2 514 977 616	2 728 391 718	3 326 602 685	3 999 057 276	4 460 306 976	4 901 301 410	5 293 405 523	5 716 877 965	6 174 228 202	6 668 166 458	7 001 574 781	7 351 653 520	7 719 236 196
Remuneration of councillors	53 728 391	53 387 900	58 822 885	66 636 377	73 300 019	80 630 021	87 080 423	94 046 856	101 570 605	109 696 253	115 181 066	120 940 119	126 987 125
Bad Debt Provision	1 233 671 323	1 328 566 591	909 249 386	1 142 999 829	1 329 734 795	1 520 839 933	1 520 839 933	1 520 839 933	1 520 839 933	1 520 839 933	1 520 839 933	1 520 839 933	1 520 839 933
Collection Costs	48 370 196	58 374 834	73 951 175	91 466 000	100 612 600	110 673 860	121 741 246	133 915 371	147 306 908	162 037 598	178 241 358	196 065 494	215 672 044
Depreciation	397 030 263	402 733 881	469 787 430	510 566 620	561 623 282	617 785 611	679 564 172	747 520 589	822 272 648	904 499 913	994 949 904	1 094 444 895	1 203 889 384
Repairs and Maintenance	588 496 958	789 229 129	907 496 632	1 222 194 823	1 568 234 007	1 972 803 425	2 170 083 768	2 387 092 144	2 625 801 359	2 888 381 495	3 177 219 644	3 494 941 608	3 844 435 769
Interest Paid	182 094 027	180 080 453	145 790 978	274 795 300	302 274 830	332 502 313	356 511 348	367 341 623	335 937 127	255 506 303	232 166 667	208 833 333	185 500 000
Bulk Purchases	3 034 559 805	3 298 074 075	4 131 650 245	5 345 503 871	6 470 088 436	7 657 526 853	9 189 032 224	11 026 838 668	13 232 206 402	15 878 647 682	18 895 590 742	22 485 752 983	26 758 046 050
Contracted Services	334 199 322	494 995 579	468 397 301	600 500 816	668 636 672	744 948 425	819 443 268	901 387 594	991 526 354	1 090 678 989	1 199 746 888	1 319 721 577	1 451 693 734
Grants and Subsidies	83 957 174	51 566 324	58 212 158	61 505 000	67 655 500	74 421 050	78 142 103	82 049 208	86 151 668	90 459 251	94 982 214	99 731 325	104 717 891
General Expenditure	692 806 020	894 384 201	716 795 240	1 088 532 877	1 044 342 666	1 124 280 464	1 180 494 487	1 239 519 212	1 301 495 172	1 366 569 931	1 434 898 427	1 506 643 349	1 581 975 516

	AUDITED ACTUALS	AUDITED ACTUALS	EXPECTED RESULTS	MTREF BUDGET TO BE APPROVED			OUTER YEARS FORECAST						
	F-02 June 2007	F-01 June 2008	F-00 June 2009	F01 June 2010	F02 June 2011	F03 June 2012	F04 June 2013	F05 June 2014	F06 June 2015	F07 June 2016	F08 June 2017	F09 June 2018	F10 June 2019
Loss on disposal of PPE	25 758 264	31 652 079											
Total Expenditure	9 189 649 358	10 311 436 763	11 266 756 115	14 403 758 789	16 646 809 783	19 137 713 365	21 496 338 493	24 217 429 163	27 339 336 377	30 935 483 807	34 845 391 624	39 399 568 136	44 712 993 642
Net Surplus /) for the year	699 177 182	157 381 802	662 845 028	13 361	21 848 752	49 963 137	143 557 244	211 764 530	263 814 855	280 709 170	485 193 146	618 009 724	645 727 882
Plus: Share of Entities Surplus	1 594 283	3 181 410											
Total Surplus / (Deficit) for the year	700 771 465	160 563 212	662 845 028	13 361	21 848 752	49 963 137	143 557 244	211 764 530	263 814 855	280 709 170	485 193 146	618 009 724	645 727 882

Assumptions used:

June 2010, 11 and 12 - all transactions as per operating budget (100% income levied and 100% expenditure levels).

June 2011 - 2019 - increase based on expected inflation as per economic forecast.

No forecast on share in surplus of municipal entities made.

No forecast on gain / loss on disposal of assets made.

Grants as per DORA for MTREF period, escalated by 5% p.a. thereafter.

	AUDITED ACTUALS	AUDITED ACTUALS	EXPECTED RESULTS	MTREF BUDGET TO BE APPROVED			OUTER YEARS FORECAST						
	F-02 June 2007	F-01 June 2008	F-00 June 2009	F01 June 2010	F02 June 2011	F03 June 2012	F04 June 2013	F05 June 2014	F06 June 2015	F07 June 2016	F08 June 2017	F09 June 2018	F10 June 2019
CRR													
Opening Balance	189 134 543	106 648 384											
Movement for the year	(82 486 159)	(106 648 384)											
Closing Balance	106 648 384												
Capitalisation Reserve													
Opening Balance	948 767 704	701 514 288	637 517 037	568 096 287									
Movement for the year	(247 253 416)	(63 997 251)	(69 420 750)	(568 096 287)									
Closing Balance	701 514 288	637 517 037	568 096 287										
Government Grant Reserve													
Opening Balance	1 026 907 329	1 512 928 404	1 663 487 688	1 946 609 290									
Movement for the year	486 021 075	150 559 284	283 121 602	(1 946 609 290)									
Closing Balance	1 512 928 404	1 663 487 688	1 946 609 290										
Donations and Public Contributions													
Opening Balance	10 235 996	2 092 473	4 406 358	4 020 483									
Movement for the year	(8 143 523)	2 313 885	(385 875)	(4 020 483)									
Closing Balance	2 092 473	4 406 358	4 020 483										
Total Net Assets	8 143 121 270	8 307 982 394	8 970 827 422	6 452 114 724	6 473 963 476	6 523 926 613	6 667 483 857	6 879 248 387	7 143 063 242	7 423 772 413	7 908 965 558	8 526 975 282	9 172 703 164

	AUDITED ACTUALS	AUDITED ACTUALS	EXPECTED RESULTS	MTREF BUDGET TO BE APPROVED			OUTER YEARS FORECAST						
	F-02 June 2007	F-01 June 2008	F-00 June 2009	F01 June 2010	F02 June 2011	F03 June 2012	F04 June 2013	F05 June 2014	F06 June 2015	F07 June 2016	F08 June 2017	F09 June 2018	F10 June 2019
CURRENT ASSETS	4 614 270 473	4 138 223 496	3 958 554 526	3 245 209 769	3 238 683 333	3 184 824 031	2 756 832 092	2 005 952 976	1 849 505 131	(407 694 148)	(53 590 162)	457 409 434	1 234 596 441
Inventory	82 340 302	129 726 804	136 213 144	143 023 801	150 174 991	157 683 741	165 567 928	173 846 325	182 538 641	191 665 573	201 248 851	211 311 294	221 876 859
Consumer Debtors	1 617 414 999	1 325 348 848	1 325 348 848	1 325 348 848	1 325 348 848	1 325 348 848	1 325 348 848	1 325 348 848	1 325 348 848	1 325 348 848	1 325 348 848	1 325 348 848	1 325 348 848
Other Debtors		99 536 567	99 536 567	99 536 567	99 536 567	99 536 567	99 536 567	99 536 567	99 536 567	99 536 567	99 536 567	99 536 567	99 536 567
Current portion LTR	6 119 703	76 760 908	76 760 908	76 760 908	76 760 908	76 760 908	76 760 908	76 760 908	76 760 908	76 760 908	76 760 908	76 760 908	76 760 908
VAT Debtor	26 956 868	54 467 245											
Investments	34 933 719	133 996 620											
Cash & cash Equivalents	2 846 504 882	2 318 386 504	2 320 695 059	1 600 539 645	1 586 862 019	1 525 493 967	1 089 617 841	330 460 329	165 320 167	(2 101 006 044)	(1 756 485 337)	(1 255 548 183)	(488 926 741)
TOTAL ASSETS	11 516 396 488	11 915 778 653	13 633 639 624	14 774 983 308	15 813 398 953	17 035 355 825	17 433 242 686	17 516 004 406	18 159 340 462	16 732 838 330	17 894 943 342	19 225 920 387	20 809 361 471

Assumptions used:

HDF to be depleted by R30m per year in line with historic trends.

CRR to be used in MTREF, no further use of CRR - Revenue to be used as source of funding after 2009.

Offset-depreciation accounted for as follows:

G.Grants 62,0%

Capitalisation Res 37.8%

P/Contributions 0,2%

IAS 20 will be effective for the 30 June 2010 financial statements.

External Loans based on current loans plus loans projected for MTREF.

Non-current provisions and current provisions escalated with 10% per year.

Consumer deposits increased by 5% p.a. (not accounted for in cash balance).

Unspent conditional grants assumed as 0 as full spending is used as basis of SOF Performance.

Investment in municipal entities remained unchanged as per SOF Performance.

Long-term receivables to remain unchanged.

VAT debtors and creditors to remain zero for entire period.

Consumer debtors to remain unchanged - payment level of 93% assumed, full provision made on annual basis.

All current investments included in cash and cash equivalents (for June 2009 and onwards).

Inventory to increase by 5% per year (not accounted for in cash balance).

	AUDITED ACTUALS	AUDITED ACTUALS	EXPECTED RESULTS	MTREF BUDGET TO BE APPROVED			OUTER YEARS FORECAST						
	F-02 June 2007	F-01 June 2008	F-00 June 2009	F01 June 2010	F02 June 2011	F03 June 2012	F04 June 2013	F05 June 2014	F06 June 2015	F07 June 2016	F08 June 2017	F09 June 2018	F10 June 2019
CASH FLOW STATEMENT													
CASH FLOW FROM OPERATING ACTIVITIES													
Cash receipts from ratepayers, government and other	9 296 140 785	9 664 992 618	11 319 216 623	14 146 038 788	16 487 669 673	18 890 686 379	21 219 787 177	24 008 405 151	27 180 364 711	30 789 896 179	34 899 048 542	39 578 831 227	44 910 524 064
Cash paid to suppliers and employees	(7 351 095 481)	(8 368 403 759)	(9 741 928 321)	(12 475 397 040)	(14 453 176 876)	(16 666 585 508)	(18 939 423 040)	(21 581 727 018)	(24 660 286 669)	(28 254 637 658)	(32 097 435 120)	(36 575 449 975)	(41 802 764 325)
Increase / (Decrease) in Creditors	83 732 836	222 337 632	157 902 486	173 692 735	191 062 008	210 168 209	231 185 030	254 303 533	279 733 886	307 707 275	338 478 002	372 325 803	409 558 383
Increase / (Decrease) in Unspent Conditional Grants	68 218 065	31 652 935	(167 384 946)										
(Increase) / Decrease in VAT Debtors	37 060 206	(27 510 377)	54 467 245										
(Increase) / Decrease in Inventory	(20 434 081)	(47 386 502)	(6 486 340)	(6 810 657)	(7 151 190)	(7 508 750)	(7 884 187)	(8 278 396)	(8 692 316)	(9 126 932)	(9 583 279)	(10 062 443)	(10 565 565)
(Increase) / Decrease in Consumer Debtors	(1 675 307 798)	(1 036 500 440)	(909 249 386)	(1 142 999 829)	(1 329 734 795)	(1 520 839 933)	(1 520 839 933)	(1 520 839 933)	(1 520 839 933)	(1 520 839 933)	(1 520 839 933)	(1 520 839 933)	(1 520 839 933)
(Increase) / Decrease in Other Debtors		(99 536 567)											
Increase / (Decrease) in Provisions	162 542 240	16 321 124	38 113 582	41 924 940	46 117 434	50 729 178	55 802 096	61 382 305	67 520 536	74 272 589	81 699 848	89 869 833	98 856 816
Non-cash adjustments	(26 291 174)												
Cash generated from/(utilised in) operations	574 565 598	355 966 664	744 650 943	736 448 937	934 786 255	956 649 575	1 038 627 142	1 213 245 642	1 337 800 215	1 387 271 520	1 691 368 060	1 934 674 513	2 084 769 440
Interest received	592 685 755	797 328 470	610 384 520	579 218 861	619 261 612	663 308 748	663 308 748	663 308 748	663 308 748	663 308 748	663 308 748	663 308 748	663 308 748
Interest paid	(182 094 027)	(180 080 453)	(145 790 978)	(274 795 300)	(302 274 830)	(332 502 313)	(356 511 348)	(367 341 623)	(335 937 127)	(255 506 303)	(232 166 667)	(208 833 333)	(185 500 000)
NET CASH FROM OPERATING ACTIVITIES	985 157 326	973 214 681	1 209 244 485	1 040 872 498	1 251 773 037	1 287 456 010	1 345 424 543	1 509 212 768	1 665 171 836	1 795 073 965	2 122 510 142	2 389 149 927	2 562 578 188
CASH FLOW FROM INVESTING ACTIVITIES													
Purchase of property, plant and equipment	(1 033 163 584)	(1 469 855 534)	(2 335 281 481)	(2 382 685 694)	(1 828 443 400)	(1 888 792 900)	(1 500 000 000)	(1 575 000 000)	(1 653 750 000)	(1 736 437 500)	(1 823 259 375)	(1 914 422 344)	(2 010 143 461)
Proceeds on disposal of fixed assets	3 858 742	6 497 486											
Proceeds from the disposal of Long-term Receivables		1 526 285											
(Increase) / Decrease in non-current receivables	213 186 265												
(Increase) / Decrease in investments		(3 710 646)	101 960 730	17 430 634	221 878 037	(4 808 886)	(5 442 972)	(6 161 426)	31 693 450	1 240 440	20 308 445		

	AUDITED ACTUALS	AUDITED ACTUALS	EXPECTED RESULTS	MTREF BUDGET TO BE APPROVED			OUTER YEARS FORECAST						
	F-02 June 2007	F-01 June 2008	F-00 June 2009	F01 June 2010	F02 June 2011	F03 June 2012	F04 June 2013	F05 June 2014	F06 June 2015	F07 June 2016	F08 June 2017	F09 June 2018	F10 June 2019
Proceeds from disposal of financial assets	25 046 868												
Capitalisation of landfill sites	94 614 728												
NET CASH FROM INVESTING ACTIVITIES	(696 456 981)	(1 465 542 409)	(2 233 320 751)	(2 365 255 060)	(1 606 565 363)	(1 893 601 786)	(1 505 442 972)	(1 581 161 426)	(1 622 056 550)	(1 735 197 060)	(1 802 950 930)	(1 914 422 344)	(2 010 143 461)
CASH FLOW FROM FINANCING ACTIVITIES													
New loans raised / (repaid)	(126 683 461)	(73 630 715)	1 008 037 184	584 889 493	320 730 263	523 286 175	(298 520 500)	(711 111 144)	(233 469 833)	(2 321 666 667)			186 666 667
Increase / (Decrease) in other long-term liabilities		(5 681 530)	1 452 715	1 597 986	1 757 785	1 933 563	2 126 920	2 339 612	2 573 573	(28 309 302)			
Increase in consumer deposits	32 089 100	43 521 594	16 894 923	17 739 669	18 626 652	19 557 985	20 535 884	21 562 678	22 640 812	23 772 853	24 961 495	26 209 570	27 520 049
NET CASH FROM FINANCING ACTIVITIES	(94 594 361)	(35 790 651)	1 026 384 821	604 227 148	341 114 700	544 777 723	(275 857 697)	(687 208 854)	(208 255 448)	(2 326 203 116)	24 961 495	26 209 570	214 186 715
TOTAL NET CASH FROM ACTIVITIES	194 105 984	(528 118 379)	2 308 555	(720 155 414)	(13 677 626)	(61 368 052)	(435 876 126)	(759 157 512)	(165 140 162)	(2 266 326 211)	344 520 707	500 937 154	766 621 443
NET INCREASE / (DECREASE) IN CASH	194 105 984	(528 118 379)	2 308 555	(720 155 414)	(13 677 626)	(61 368 052)	(435 876 126)	(759 157 512)	(165 140 162)	(2 266 326 211)	344 520 707	500 937 154	766 621 443
Cash and cash equivalents at the beginning of the year	2 652 398 898	2 846 504 882	2 318 386 504	2 320 695 059	1 600 539 645	1 586 862 019	1 525 493 967	1 089 617 841	330 460 329	165 320 167	(2 101 006 044)	(1 756 485 337)	(1 255 548 183)
Cash and cash equivalents at the end of the year	2 846 504 882	2 318 386 504	2 320 695 059	1 600 539 645	1 586 862 019	1 525 493 967	1 089 617 841	330 460 329	165 320 167	(2 101 006 044)	(1 756 485 337)	(1 255 548 183)	(488 926 741)

5.13 COMPARATIVE TARIFFS

PROPERTY RATES TARIFF

2008/09 c/ Rand	2009/10 c/ Rand
10,99c	0.6c

The difference in the rateage on property does not mean a loss to Council in any way. Previously properties were assessed based on its site value only, but as from 1 July 2009, property rates will be based on the improvement value of such properties in terms of the Municipal Property Rates Act, Act No. 6 of 2004.

WATER TARIFFS

Residential:

(Any premises zoned "Residential 1" and which is used exclusively for residential purposes, is regarded as one residential unit.)

Tariff Summary	2008/09 R/kl	2009/10 R/kl
0 – 6 kl / month	R0,00	R0,00
7 – 15 kl / month	R5,85	R6,40
16 – 30 kl / month	R7,15	R7,80
31 – 45 kl / month	R8,75	R9,60
46 – 60 kl / month	R9,10	R9,95
61 or more kl / month	R10,10	R11,00

Informal Settlements:

Tariff Summary	2008/09 R/kl	2009/10 R/kl
This item is applicable in cases where stands and/or dwelling units are supplied by means of a standpipe (no stand connection available)	R0, 00	R0,00

Business:

(Business, commercial, industrial, government, mining, private schools, crèches, sport clubs, private hostels, and clinics.)

Tariff Summary	2008/09 R/kl	2009/10 R/kl
0 – 200 kl / month	R8,50	R9,30
201 – 1 000 kl / month	R8,20	R8,95
1 001 – 2 500 kl / month	R8,00	R8,75
2 501 – 5 000 kl / month	R7,65	R8,35
5 001 – 2 5000 kl / month	R7,45	R8,15
25 001 – 50 000 kl / month	R7,10	R7,75
50 001 or more kl / month	R6,90	R7,55

SEWERAGE TARIFFS

Residential:

(Any premises zoned "Residential 1" and which is used exclusively for residential purposes, is regarded as one residential unit.)

Tariff Summary	2008/09 R/kl	2009/10 R/kl
0 – 6 kl / month	R 0,00	R 0,00
7 – 15 kl / month	R4,10	R4,75
16 – 30 kl / month	R1,70	R1,97
31 – 45 kl / month	R1,55	R1,80
46 – 60 kl / month	R1,50	R1,74
61 or more kl /month	R0,55	R0,64

Informal Settlements:

Tariff Summary	2008/09 R/kl	2009/10 R/kl
This item is applicable in cases where stands and/or dwelling units are supplied with water by means of a standpipe (no stand connection available)	R0, 00	R0,00

Business:

(Business, commercial, industrial, government, mining, private schools, crèches, sport clubs, private hostels, and clinics.)

Tariff Summary	2008/09 R/kl	2009/10 R/kl
0 – 200 kl / month	R4,45	R5,15
201 – 1 000 kl / month	R3,50	R4,05
1 001 – 2 500 kl / month	R2,05	R2,37
2 501 – 5 000 kl / month	R1,00	R1,16
5 001 – 25 000 kl / month	R0,90	R1,04
25 001 – 50 000 kl / month	R0,85	R0,98
50 001 or more kl / month	R0,45	R0,52

SOLID WASTE TARIFFS**Domestic tariffs**

- Informal settlements
 - Free of charge.
- Formal areas

Stand size:	2008/09 Tariff/month	2009/10 Tariff/month
0 - 300 m2	R46,58	R53,57
301 - 600 m2	R54,42	R62,58
601 - 900 m2	R60,45	R69,52
901 - 1200 m2	R66,50	R76,48
1201- 1500 m2	R76,57	R88,06
1501- 2000 m2	R86,64	R99,64
2 000 m2 +	R96,71	R112,22

- Domestic service for 240L bin
 - Proposed tariff per month: R60, 45 per 240L bin.
 - The same tariff will apply for each additional bin.

Flat / Townhouse complexes refuse

Per unit:	2008/09 Tariff/month	2009/10 Tariff/month
1 x per week	R51,24	R58,93
2 x per week	R102,47	R111,85

Institutions

- Domestic tariff equal to the 301 – 600 m2 stand size.
 - This tariff will apply to charity organisations after submission of proof of registration as a Welfare Organisation, and will include: registered schools, crèches and churches.
- Business refuse removal
 - Three 85 litre bin liners or part thereof or 1 x 240 litre bin of refuse or part thereof will constitute one business refuse removal service.

Frequency of removal 85 litre container	2008/09 Tariff/month	2009/10 Tariff/month
1 x per week	R109,83	R126,30
2 x per week	R219,66	R252,60
3 x per week	R329,49	R378,90
4 x per week	R439,32	R505,20
5 x per week	R549,15	R631,50
6 x per week	R658,98	R757,80

Frequency of removal 240 litre container	2008/09 Tariff/month	2009/10 Tariff/month
1 x per week	R139,77	R160,74
2 x per week	R279,54	R321,48
3 x per week	R419,31	R482,22
4 x per week	R559,08	R642,96
5 x per week	R698,85	R803,70
6 x per week	R838,62	R964,44

Frequency of removal 660 litre container	2008/09 Tariff/mth	2009/10 Tariff/mth
1 x per week	R419,31	R482,21
2 x per week	R838,62	R964,42
3 x per week	R1257,93	R1446,63
4 x per week	R1677,24	R1928,84
5 x per week	R2096,55	R2411,05
6 x per week	R2515,86	R2893,26

Frequency of removal 900 litre container	2008/09 Tariff/mth	2009/10 Tariff/mth
1 x per week	R559,05	R642,91
2 x per week	R1118,10	R1285,82
3 x per week	R1677,15	R1928,73
4 x per week	R2236,20	R2571,64
5 x per week	R2795,25	R3214,55
6 x per week	R3354,30	R3857,46

Frequency of removal 1 100 litre container	2008/09 Tariff/mth	2009/10 Tariff/mth
1 x per week	R629,25	R723,64
2 x per week	R1258,50	R1447,28
3 x per week	R1887,75	R2170,92
4 x per week	R2517,00	R2894,56
5 x per week	R3146,25	R3618,20
6 x per week	R3775,50	R4341,84

Litter picking levy

R 0,02 per m2 at all business and industrial zoned erven where a scheduled litter picking service is provided at least once per week, with a maximum of R 450,00 per month.

ELECTRICITY TARIFFS

TARIFF A - LIFE LINE

This tariff is available for single-phase 230 V connections with a maximum capacity of up to 20 A per phase.

- This tariff is only available for prepayment metering customers.
- This tariff will suit low consumption residential and micro business customers.
- The following charges will be payable:

Domestic	2008/09	2009/10
Free Basic Electricity for domestic consumer	100 kWh	100 kWh
Fixed Charge	Nil	Nil
kWh – Summer	52,80 c	63,0 c
kWh – Winter	58,50 c	70,0 c

A.3.	An additional charge, per kWh, in case of repayment for an electricity connection only for low cost housing (period = 05 years from connection date):	4,4 c	4,4 c
A.4.	An additional charge, per kWh, in case of repayment for an electricity readyboard only for low cost housing (period = 05 years from connection date):	3,7 c	3,7 c
A.5.	An additional charge, per kWh, in case of repayment for both an electricity connection and a readyboard for low cost housing (period = 05 years from connection date):	8,1 c	8,1 c

TARIFF A

- This tariff is available for single-phase 230 V and multi-phase 400/230 V connections with a capacity of up to 60 A per phase.
- This tariff will suit low consumption domestic and micro business customers.
- Residential customers using in excess of 2 500 kilowatt-hour units per month are not allowed on this tariff.

The following charges will be payable:

Domestic	2008/09	2009/10
Free Basic Electricity for domestic consumers	100 kWh	100 kWh
Fixed Charge	Nil	Nil
kWh – Summer	57,0 c	74,0 c
kWh – Winter	68,6 c	89,2 c

TARIFF B

- This tariff is available for single-phase 230 V and multi-phase 400/230 V connections with a capacity of up to 150 A per phase or 100 kVA.
- This tariff is not available for medium and high voltage customers.
- This tariff will suit medium-to high-consumption residential and small business customers.

The following charges will be payable:

		2008/09	2009/10
B.1.	A fixed charge, whether electricity is consumed or not, per month, per point of supply, excluding prepayment metering customers:	R10,00	R 13, 50
B.2.	A capacity charge, whether electricity is consumed or not, per Ampere of supply capacity, per month, per point of supply:	R1,16	R1,50
B.3.	If the electricity consumption is displayed on the internet, an additional monthly charge of:	R432,00	R 250, 00

The following charges will be payable:

Domestic/ business	2008/09	2009/10
Free Basic Electricity for domestic consumers	0 kWh	0 kWh
kWh – Summer	40,30c	50,80c
kWh – Winter	51,20c	64,60c

A consumption charge, per metering point, per kWh consumed during any meter reading period for residential consumption only, higher than 2 500 kWh units per month (2008/09 = 2 000 kWh/month):	R 1, 00	R1,50
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TARIFF C

- This tariff is available for bulk supplies at any voltage and with a capacity of at least 25 kVA.
- This tariff will suit large residential, business and industrial customers.
- This tariff is for existing Tariff C customers only, no new customers will be allowed on this tariff.
- This tariff is not available for high voltage customers (supply voltage exceeding 11 kV)

The following charges will be payable:

Domestic/ business	2008/09	2009/10
Fixed Charge 1	R 432.00	R 570,00
Fixed Charge 2	R 570.00	R 800,00
Fixed Charge 3	R1 100.00	R1 450,00
kWh – Summer	17,78c	23,30c
kWh – Winter	28,33c	37,10c
kVA – Summer	R 62,62	R 82,00
kVA – Winter	R 75,76	R 99,25
Network access charge	R 10,00	R 13,50

A surcharge on the kWh, demand and network access amounts according to the voltage at which the electricity is supplied:

If the electricity is supplied at 230/400 V:	12 %
If the electricity is supplied at 230/400 V, directly from a substation:	10%
If the electricity is supplied at a voltage higher than 230/400 V but not exceeding 11 kV:	8 %
If the electricity is supplied at a voltage higher than 11 kV:	0 %

TARIFF D

- This tariff is available for bulk supplies at any voltage and with a capacity of at least 100 kVA.
- This tariff will suit large residential, business and industrial customers.

The following charges will be payable:

Domestic/ business	2008/09	2009/10
Fixed Charge 1	R432.00	R 570,00
Fixed Charge 2	R570.00	R 800,00
Fixed Charge 3	R1 100.00	R1 450,00
kWh – Summer (peak)	32,31c	43,20c
kWh – Summer (standard)	25,00c	33,40c
kWh – Summer off peak	21,50c	28,70c
kWh – Winter (peak)	87,31c	R1,14c
kWh – Winter (standard)	33,35c	43,70c
kWh – Winter (off peak)	24,51c	32,00c
Network access charge	R10,00	R13,50
kVA – Summer	R17,12	R22,43
kVA – Winter	R17,12	R22,43

A surcharge on the kWh, demand and network access amounts according to the voltage at which the electricity is supplied:

If the electricity is supplied at 230/400 V:	12 %
If the electricity is supplied at 230/400 V, directly from a substation:	10%
If the electricity is supplied at a voltage higher than 230/400 V but not exceeding 11 kV:	8 %
If the electricity is supplied at a voltage higher than 11 kV:	0 %

A rebate on the kWh and demand amounts according to the following criteria:

If a customer implemented energy efficiency and/or demand side management system that will result in a proven annual saving of 15% or more on the pre-implementation baseline consumption. A detailed report certifying the aforementioned is to be submitted to the General Manager: Electricity and Energy for approval before this rebate will be considered. The rebate will be valid for a period equal to 12 months, or until the current set of tariffs lapses, whichever comes first. Further conditions will apply. In the case of any nationally implemented incentive or penalty tariff system, this portion of the tariff will no longer be applicable.	1 %
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Note: No free basic electricity is available on this tariff.

TARIFF G

This tariff will be suitable for the purchase of “green” electricity, if available.

An energy charge surcharge on the applicable tariff, per kWh consumed: (2008/09 = 30,0 c)	40,0c
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Note 1: Customers will be required to contract for the clean power for a period of time.

Note 2: Customers will receive a certificate that the power-supply is green, for a period of time equal to the contract period and for a particular portion, or the entire supply.

5.14 2010/11 IDP AND BUDGET COMPILATION PROGRAMME – KEY DATES

	Action	Due Date
1	Finalisation of 2009/2010 Performance Agreements	30 June 2009 – Excluding MFMA: Sec 53(3) employees
2	Finalisation of Performance Assessments – Directors and Contract Workers	10 July 2009
3	Finalisation of Performance Assessments – Executive Directors, SPMs, General Managers and employees directly reporting to the City Manager.	24 July 2009
4	Finalisation of Performance Assessments - Deputy City Managers	31 July 2009
5	Finalisation of Performance Assessment - City Manager.	7 August 2009
6	Public Participation Process	Ongoing
7	CMC Discussion regarding 2009/2010 IDP and Budget Process, particularly growth parameters (to finalise recommendations to Finance Portfolio)	September 2009
8	Finance Portfolio workshop to discuss 2009/2010 IDP and Budget Process (to consider recommendations of CMC)	September 2009
9	Issue Budget Instructions to departments (based on 2 and 3 above)	September 2009
10	Compilation of Draft IDP and Capital and Operating Budgets by Departments – All inputs to be provided to Budget Office / IDP Office	September and October 2009
11	Finalisation of 1st Quarter Performance Reviews	30 October 2009
12	Public Participation	Ongoing through CBP process
13	CMC to scrutinise Operating Budget (to finalise recommendations to Finance Portfolio)	November 2009
14	CMC to scrutinise Capital Budget (to finalise recommendations to Finance Portfolio)	November 2009
15	Finance Portfolio to scrutinise Operating Budget (to consider recommendations of CMC)	December 2009
16	Finance Portfolio to scrutinise Capital Budget (to consider recommendations of CMC)	December 2009
17	CMC to finalise Budget submission	January 2010
18	Finance Portfolio to scrutinise Final Budget Submission (balanced budget)	January 2010
19	Municipal Entities to present Draft Budgets to CMC (to finalise recommendations to Finance Portfolio)	January 2010
20	Municipal Entities to present Draft Budgets to Finance Portfolio (to consider recommendations of CMC)	January 2010

	Action	Due Date
21	Tariff Task Team to present Draft Tariffs to CMC (to finalise recommendations to Finance Portfolio)	January 2010
22	Tariff Task Team to present Draft Tariffs to Finance Portfolio (to consider recommendations of CMC)	January 2010
23	Finalisation of 2nd Quarter Performance Reviews	29 January 2010
24	CMC to consider Draft Budget to be tabled to Council (to finalise recommendations to Finance Portfolio – including final tariffs based on valuation roll modelling and final bulk increases from bulk service providers)	February 2010
25	Finance Portfolio to consider Draft Budget to be tabled to Council (based on recommendations of CMC– including final tariffs based on valuation roll modelling and final bulk increases from bulk service providers)	February 2010
26	Budget Workshop with all Councillors	February 2010
27	Portfolio Committees to consider Draft IDP and Budget	February 2010
28	Mayoral Committee to consider Draft IDP and Budget	February 2010
29	Draft IDP and Budget tabled to Council	February 2010
30	Public Participation	To be determined (IDP Office in consultation with the Speaker)
31	Submit Draft IDP to MEC for comments	End February 2010
32	Publish Draft IDP for comments	End February 2010
33	IDP and Budget Conference with all Councillors	March 2010
34	Amendments to Tabled IDP / Budget to be considered by CMC (Final IDP / Budget to be submitted to Council)	April 2010
35	Finalisation of 3rd Quarter Performance Reviews	30 April 2010
36	Amendments to Tabled IDP / Budget to be considered by Finance Portfolio (Final IDP / Budget to be submitted to Council)	April 2010
37	Final IDP / Budget and Tariffs considered by Portfolio committees	May 2010
38	Final IDP, Budget and Tariffs to be considered by Mayoral Committee	May 2010
39	Final Tariffs Approved by Council	May 2010
40	Final IDP / Budget Approval by Council	May 2010
41	Individual Performance agreements finalised	May 2010 MFMA: Sec 53(3) employees
42	Information on website	June 2010 MFMA: Sec 53(3) employees

	Action	Due Date
43	Public Participation	To be determined (IDP Office in consultation with the Speaker)
44	Submit reviewed IDP to MEC	June 2010
45	Submit Budget, IDP, SDBIP, Performance agreements to the National and Provincial Treasury	June 2010

Note 1: The IDP/Budget also refers to all other IDP and Budget Related Policies to be reviewed and/or approved

Note 2: SDBIP and Performance Contracts to be included in Budget Approval Process.



Ekurhuleni
METROPOLITAN MUNICIPALITY

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An initiative of the Department of Finance and the Directorate Integrated Development Planning
Published by the Directorate: Communications and Marketing
Private Bag X1069, Germiston, 1400, South Africa
Tel: +27 11 820 4032
info@ekurhuleni.com, www.ekurhuleni.com

For more information contact the Chief Financial Officer:
Private Bag X65, Benoni 1500
Tel: +27 11 999 6584
Fax: +27 11 820 4311